

TWENTY CENTS

NOVEMBER 2, 1929

NOV 7 1929

# Sales Management

The Weekly Magazine for Marketing Executives



Arthur W. Shuttleworth

*Vice-President, Managing Director, Mohawk Carpet Mills, Inc.*

Mohawk Volume Jumps \$7,000,000  
When They Assume Control of Sales



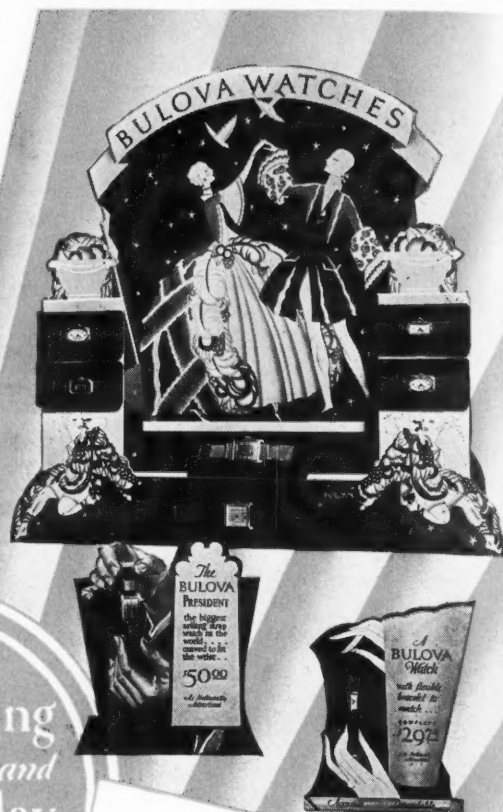
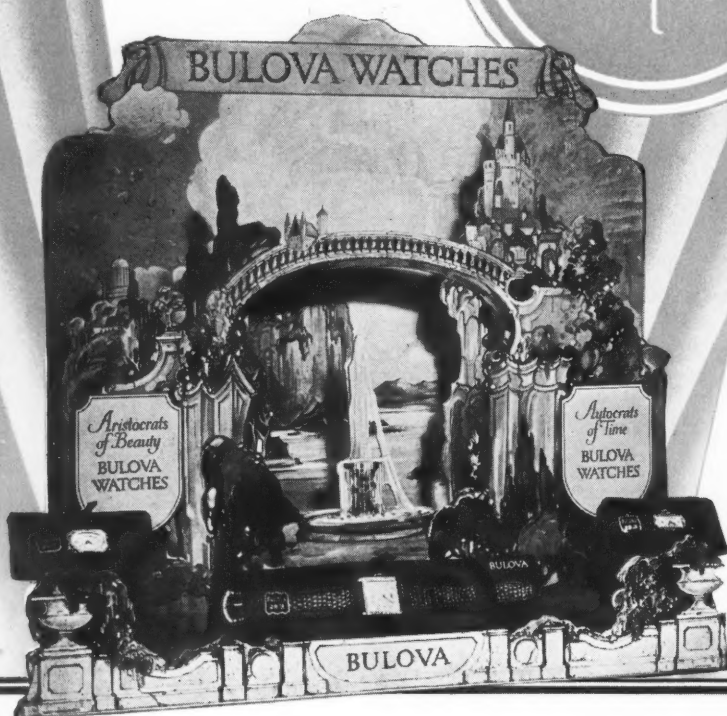
The Hard-Shelled Prospect  
Who Is Sure He Isn't Interested

## ***Antique and Modern Beauty Sells Watches in Display...***

Smartness in antique and modern art...illumination...demonstration; three methods that show Einson-Freeman resourcefulness in combining novelty with the dignity essential for representation in jewelry windows...

All these are contributing factors behind the Bulova success in securing displays in a difficult field. If you have a problem that seems equally hard...turn to Einson-Freeman to solve it....!

Specializing  
in window and  
store display  
advertising



OFFICE OF  
HILTON H. BLOW

THE BLOW COMPANY  
INCORPORATED  
505 FIFTH AVENUE  
NEW YORK

October 1st, 1929.

Einson-Freeman Co., Inc.,  
511 East 72nd Street,  
New York City.

Gentlemen:

In the nearly ten years that we have worked with you on the Bulova Watch display problem, we are free to say that you have contributed much to the success of the window display angle of our advertising campaign.

To "produce" as consistently as you have done during this entire period, is certainly an enviable record for any creative and manufacturing organization.

Cordially yours,

*H. H. Blow*  
The Blow Company, Inc.

M.H. Blow/CL

# **EINSON-FREEMAN CO., INC.**

*Lithographers*

OFFICES AND COMPLETE MANUFACTURING PLANT

511-519 East 72nd Street • New York City

*Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container*

WITH the Chicago Evening American in its eighth year of circulation leadership in Chicago's evening field, there is scarcely room for reasonable doubt of Chicago's evening paper preference. For the six months ending September 30th, the Chicago Evening American's leadership over the next evening paper is 119,485—a plus-group of readers more than 25 per cent as large as the second paper's total circulation.

CHICAGO  
EVENING  
AMERICAN  
a *good*  
newspaper



*National Representatives:*  
RODNEY E. BOONE ORGANIZATION



The man who wishes to give his account to a big advertising agency because he is afraid to trust his own judgment and wants an alibi for his board of directors need not waste his time in talking to me.

The man who desires to advertise in the wake of the leader in his industry and who is afraid to take an original and independent stand will not find a sympathetic co-worker in my office.

There are men who have ambition, vision and courage, and who aspire to develop "sellers' markets" regardless of what their competitors are doing.

Their initial appropriations need be no larger than necessary to make a conclusive test of any plan we mutually developed.

These men would enjoy working with me as much as I would with them.

Such men are today what Mapes of Cream of Wheat, Towle of Log Cabin Syrup, Schaffner of Hart, Schaffner & Marx, Igleheart of Swansdown Cake Flour, Henry Lowe of Lowe Brothers, Paints, Stuart of Carnation Milk, Welch of White Rock Water, Stowell of Munsingwear, and Florsheim the Shoe Man, were when I first met and worked with them.

**JOHN LEE MAHIN**  
*Advertising*

41 East 42nd Street  
New York City

Long Distance Telephone  
Murray Hill 8994

## Survey of Surveys

BY WALTER MANN

### A.N.A. Promises Unusual Research Program

"Broadly speaking," said Everett Smith as he relinquished the chairmanship of the Association of National Advertisers Research Council to go into the agency business, "the prime functions of the A. N. A. are representation and information. First, it should represent the viewpoint of the advertisers to all advertising interests and to the world at large. Second, it should be the source of exchanging and securing information for its members." It is with this latter function that this article in the S.O.S. column is directly concerned.

At the recent annual meeting at Swampscott, Massachusetts, in speaking of the advisory capacity in which the Research Council functions, Mr. Smith reviewed what was said to be the most comprehensive research program ever undertaken by the A. N. A. After briefly touching on important studies undertaken during the year by: (1) the newspaper committee, S. E. Conybeare, Armstrong Cork Company, chairman; (2) the farm paper committee, Karl E. Kilby, Coleman Lamp & Stove Company, chairman; (3) the magazine committee, Fred R. Davis, General Electric Company, chairman; and (4) the radio committee, Lee H. Bristol, Bristol-Myers Company, chairman, etc., (all of which will be issued and reviewed in this column in the near future), Mr. Smith went on to describe what the writer feels is the most important A.N.A. development in recent years, i.e., a new "open door" distribution research policy.

### "Open Door" Policy

Under an imposing title, "The Circulation Bureau for Distribution Research," the Research Council has published a complete index of some 700 worth-while researches which have been sent to the association by advertisers, advertising agencies, advertising mediums and various research organizations and associations.

This is in itself a most important move. But, in the writer's opinion, it is the smaller half of the story. The vital point is, that instead of keeping the closed-chamber attitude of previous years, this index is to be distributed not only to the A. N. A. membership but to other organizations that have contributed to the bureau as well! Again to quote Mr. Smith, "When that index is distributed, this bureau will really begin to function 100 per cent. Up to now its chief job has been the gathering of material. Now, it will put that material into fairly widespread use."

In this new move, I see not only Ev Smith's but Bert Haase's fine Italian hand, also the hands of Guy Smith and the other A.N.A. directors. It is probably the keenest move in the direction of general good will that the A.N.A. has ever made. For most business men agree that the habit of hugging special information to one's breast while the world looks enviously on, is a thing of

the past. All industries today realize that the "open door" policy is more in keeping with these modern times—times in which we are only beginning to know how little we really know about selling and advertising.

### Sales Questions Over 50 Per Cent

At this point may we digress to Bert Haase's managing director report, to comment in sheer surprise at the marked trend which the questions asked by the association members is taking. Quoting from analysis of questions answered, Mr. Haase says, ". . . disregarding questions on advertising mediums, we find that 31.57 per cent of A.N.A. questions today are on advertising problems, 3.38 per cent are on advertising agency matters, 13.72 per cent on export problems, 12.43 per cent on markets and market analysis, 36.40 per cent on sales problems and 2.50 per cent unclassified."

Assuming that half of the export problems were on sales, it will be noted that sales problems take up a full 56 per cent of the questions asked by the members (outside of straight publication questions, which are naturally large in number).

This is so important a trend that we quote again from Mr. Haase's report, "That analysis should interest you. It plainly indicates that our members are more keenly interested in sales problems than in problems of advertising technique. It substantiates and supports the remarks and comments made by President (Guy) Smith and Mr. (Lee) Bristol. Furthermore it suggests that the time may not be far off when you should again consider changing the name of the association in order to indicate more clearly the scope of its work."

If I were a betting man, I'd bet a new hat that the new name—if and when it comes—will include the word "distribution"—thus combining in one word, the sales and advertising functions in accordance with the inevitable trend.

### True Story Study Coming

Following the lead of the Curtis Publishing Company in asking the A.N.A. to supervise and authenticate its Watertown circulation study, the magazine *True Story* approached the A.N.A., desiring a similar authentication for a circulation study of its own. Since a smaller limited study of *True Story* (along with other publications) was already to be made for the A.A.A.A. by Dr. Daniel Starch, the Research Council shrewdly figured that the two studies might be done simultaneously. Not less than 5,000 thirteen-question interviews will be made by Dr. Starch's staff from a list of 8,000 to 10,000 newsstand readers, names to be provided by *True Story*.

With such a double authentication, we should have a picture of the *True Story* readers that will be accepted unquestioningly by both space buyers and advertising

(Continued on page 238)



# THE FIRST FUNDAMENTAL CHANGE in THIRTY-FIVE YEARS

THE MEAD PULP AND PAPER COMPANY  
announces an entirely new coated paper produced  
by a unique process.

For five years scientists have been working to  
develop a sheet which will have more OPACITY—  
more BULK — more STRENGTH — and a finer  
QUALITY.

We are now able to offer you MEAD ENAMELINE  
—produced under the closest scientific supervision  
and hand sorted under highly trained inspection.

*Your inquiry is solicited*

## MEAD SALES COMPANY, Inc.

CHICAGO  
111 W. Washington Street

NEW YORK  
230 Park Avenue

DAYTON  
Callahan Bank Building

MEAD PULP AND PAPER COMPANY, CHILLICOTHE, OHIO

# Traveling with the Swift!

Headliner in the Speed Age, the Century has always been the choice of those whose time is valuable.

And it is not one train, but many; not 365 trains a year, but 2,153.

In the club car and in the lounge of each of these 2,153 sections of Century is a copy of LIFE.

240,000 people rode the Century last year. How many of these saw LIFE?

Write your own answer. As to that, ask anyone: Do you pick LIFE up when a copy is at hand?

... So do they.

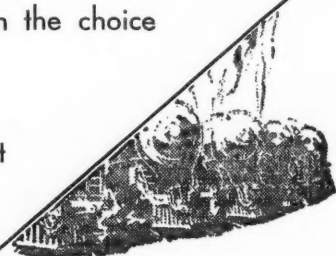
**NEW YORK  
TO CHICAGO**

**Advance 20th Century Limited**

Le. NEW YORK 2:00 p.m. Ar. CHICAGO 9:00 a.m.

**Century Limited**

Ar. NEW YORK 9:45 a.m.



*on of a fleet of*  
**2-HOUR TRAINS**  
**NEW YORK-CHICAGO Service**  
*effective Sunday, Sept. 29<sup>th</sup>*

The 20th Century Limited long since ceased to be a "train." It is a daily fleet of trains. In the past year this famous standard bearer of New York Central passenger service has been operated as 2153 trains and has carried 240,000 passengers.

In order that the Century fleet may be of still greater service, it will be operated, on and after September 29, in two divisions—the Advance Century and the Century. This will give two arrival and two departure hours of this famous train in both New York and Chicago.

The Century advertisement gives us the figures on this extra exposure to LIFE: 240,000 swiftly-moving, money-spending travelers were provided by the Century with a chance at LIFE last year.

# LIFE

The LIFE-reading quota of these 240,000 luxury-buying people was just one part of LIFE's extra Enjoyment of Living circulation. These from one train alone, in 1929. And there will be still more each week in 1930.

20-hour train, with complete Century equip-  
ment will supplement the Centuries. This  
Century fleet out of both  
The Commodore  
New York

VOL. XX. No. 5  
November 2, 1929  
Published Every  
Saturday . . . .

# Sales Management

Publication Office:  
420 Lexington Ave.  
New York. Phone  
Lexington 1760

## CONTENTS

### Advertising

September Newspaper Lineage in Fifty-eight Cities . . . . . 226

### Dealer Relations

This Jobber Is Teaching Dealers How to Fight Their Chain Store  
Battles . . . . . 216  
*By J. F. Kerwin*

### Direct Mail

Questionnaire Classifies Prospect Then Sells Him . . . . . 228  
*By Edward Morse*

### Distribution

Coal Dealers Prosper Under Cooperative Wholesaling Plan . . . . . 215  
*As told to Lloyd S. Graham by Joseph A. Albrecht, president,  
The Bettinger Coal & Coke Corporation, Buffalo, New York*

### General

Looking On . . . . . 209  
*By Raymond Bill*  
Manufacturers' Profits Rise While Trade Profits Fall . . . . . 220  
Offers \$50 Watch for Best Letter Covering Ticklish Credit Situation . . . . . 222

### Sales Policies

The Hard-Shell Prospect Who Is Sure He Isn't Interested . . . . . 211  
*By D. G. Baird*  
Mohawk Volume Jumps \$7,000,000 When They Assume Control of  
Sales . . . . . 212  
*By Lawrence M. Hughes*

### Departments and Services

Survey of Surveys . . . . . 202  
The Market Basket . . . . . 206  
Latest News in Sales and Advertising, Beginning on . . . . . 230  
Editorial Comment . . . . . 240

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*Subscription Rates:* Single  
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\$4.00 for fifty-two issues  
anywhere in the United States  
or its possessions or in Mex-  
ico. In Canada, \$4.25, and  
\$4.50 in foreign countries.

Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue. Established 1918 by the  
Dartnell Corporation; Member, A. B. C. and A. B. P. Operated in association with Federated Business Publications, Inc. Cable, Elbill, New York.

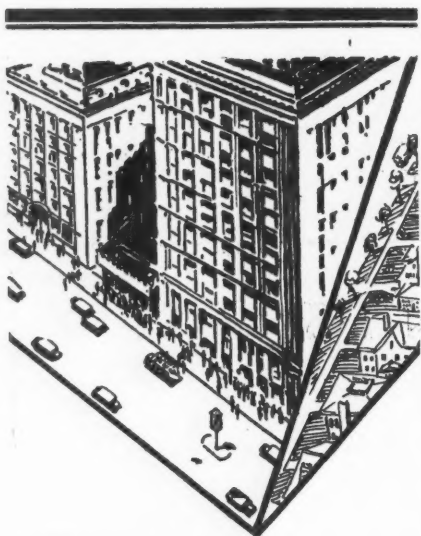
## We Swept Away the Boundary Line!

The All-State, 7-day newspaper of  
Florida; similarly the newspaper  
of southeastern Georgia; an indis-  
pensable key to any campaign  
reaching into the South.

CIRCULATION knows only the limitations of superior editorial appeal  
from competing centers, in newspaper spread. Which explains why there  
is no northern boundary for Florida in the circulation of The Florida Times-  
Union. More and more sales managers are tying in their distribution with  
concurrent schedules in "Florida's Foremost Newspaper"—

The FLORIDA TIMES-UNION, Jacksonville, Florida





## One Of The Big Markets

The Booth Newspaper Area is one of the big markets of America and the biggest market in

### MICHIGAN Outside of Detroit

Yet it is a comparatively easy market to cultivate.

It is divided into 8 compact sections, each served by and completely covered by a Booth Newspaper.

The Booth Newspaper Area has a population of 300,000 families, but because of its make-up has none of the complexities usually found in one-city markets of this size.



I. A. KLEIN  
50 East 42nd St.  
NEW YORK

J. E. LUTZ  
180 N. Michigan Ave.  
Chicago

### Booth Newspapers, Inc.

Central Office, 2500 Buhl Bldg., Detroit,  
or any newspaper listed

## The Market Basket

### 23 Cents a Customer

A. C. Allen, executive vice-president of United Cigar Stores, chairman of Happiness Candy and of Whelan Drug Stores, told us the other day of the two ways in which United Cigars are seeking to expand.

The average individual sale in these 1,100 cigar stores, Mr. Allen said, is about twenty-three cents. It is higher than it was but not so high as they would like it to be. The average number of customers whom they serve daily is about 1,000,000. This figure they would like to expand too.

To achieve these ends they are going in for more intensive and extensive promotion and are carrying a wider range of goods. This year they will spend about \$3,500,000 in advertising. They are also adding several new lines (on which the profit is greater than on cigarettes), among them books and colored kodaks. The colored kodaks are intended primarily to appeal to women (as are also many cute ash trays and novelties), for although the feminine trade is coming right along, the men are still numerically in the lead. They are concentrating on "convenience merchandise," in the five cents to \$5 price range. Mr. Allen estimates their total volume this year at \$135,000,000—although the recent increase in the price of cigarettes will probably increase their business for the last three months from 15 to 20 per cent.

Although they are placing more and more emphasis on "sundries," tobacco products still account for two-thirds of their business. About 5 per cent of the total is for candy (and they sell at least thirty five-cent "bars" to every dollar package). Another 5 per cent is for shaving apparatus.

Fifty per cent of the entire volume (or about \$70,000,000) is still in cigarettes, and about two-thirds of their cigarette business, or nearly \$50,000,000, is in the four leading brands—Lucky Strikes, Camels, Chesterfields and Old Golds.

### Underwood Remingtons?

We showed a Remington man the statement in a recent Underwood advertisement, announcing their new noiseless, that "Underwood is the largest manufacturer of typewriters in the world," and we asked him why.

It is true, said he, that Underwood does more business domestically, but Remington sells more widely the world over. Take Russia, for example. Their product is so well known there that the Russian word for typewriter is remington. Probably if you want to buy an Underwood typewriter in Russia you must ask for an Underwood remington.

### California's Thunder

In your *Saturday Evening Post* for November 16 you will read how General Electric has joined the conspiracy to steal California's thunder. California's thunder is, of course, a figurative expression referring to California's sunshine (the thunder being the promotion efforts of the All Year Club at L. A. and Californians, Inc., S. F., and the rest to tell about it).

At that time General Electric will announce to the public its new Sunlamp. Retailing at \$69.50, f.o.b. Bridgeport, the lamp provides the "same range of radiations as the sun itself." It is inexpensive to operate, portable, safe and can be used without goggles.

We have a feeling it will be a success. More almost than any other company G-E works to get the product right before advertising—although the advertising itself is no small factor in its job. Their entire advertising schedule in fact is rather enormous. The color spread on the Sunlamp will be but one of 450 G-E advertisements appearing that month.

### Our New Neighbor

Next to our annual letter each March from Secretary Mellon, we are proudest of our occasional recognition by bank presidents. Chellis A. Austin, president of the Equitable Trust Company of New York, sent in his card the other day. Attached was a leaflet. It seems that Mr. Austin's company is opening its ninth New York office out in our neighborhood. Thinking we would like to know what sort of a neighbor he was going to be he introduced himself. "We specialize," explained he, "in neighborhood banking. The problems of the housewife, the young bride, the clerk, the young business man, the lawyer, the doctor, the merchant—we make them our problems."

—LAWRENCE M. HUGHES.



*He's a great copy writer*

## -----but he needs help

He paints pictures with words—good pictures, too. You can *almost* see what he describes. You *almost* see its beauty of line—you *almost* understand how it works.

Add pictures to his words and you *do* see it—you do understand. For words are the sales talk—pictures the demonstration.

Is there any need to restrict the use of pictures to newspapers, magazines and booklets? Why not put them in sales letters—the most universal form of advertising—the most important?

Once we struggled along without automobiles, airplanes, electric refrigerators and oil burners, and we also managed to

sell goods with letters that contained nothing but words.

But now that Two-Text is available everywhere, there is no reason why letters should be pictureless. In Two-Text we provide a letter paper which furnishes a bond surface for the typewritten message—a coated surface for the illustrations. A paper that is opaque—that folds without cracking.

The Handbook will probably suggest to you many ways in which you can use illustrated letters to advantage. The book, with sample sheets of Two-Text, mailed free on request. Standard Paper Manufacturing Company, Richmond, Virginia.

## TWO-TEXT ILLUSTRATED LETTER PAPER



BOND, for the LETTER SIDE ~ COATED, for the ILLUSTRATED SIDE

# *The* LARGEST GAIN IN CIRCULATION

*Among Standard-size New York Newspapers*

The Sun's gain in circulation—comparing the six-month period ended September 30, 1929, with the corresponding period of last year—was larger than that of any other standard-size New York newspaper. And what is more important, The Sun's large gain was made without the use of contests, puzzle schemes, prizes, etc.

The Sun has had a continuous and steady growth in circulation for many years. Each year for the last five years the September circulation reports have shown an increase over the previous corresponding reports. During these five years The Sun's circulation has increased 48,785 copies a day.

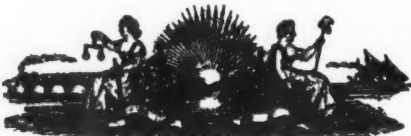
*A Gain of 18,533 Copies  
in One Year*

*A Gain of 48,785 Copies  
in Five Years*

Six Months Preceding:	Average Daily Circulation	Gain Over Oct. 1, 1924
Oct. 1, 1924 . . .	255,212 . . .	—
Oct. 1, 1925 . . .	256,324 . . .	1,112
Oct. 1, 1926 . . .	265,000 . . .	9,788
Oct. 1, 1927 . . .	278,582 . . .	23,370
Oct. 1, 1928 . . .	285,464 . . .	30,252
Oct. 1, 1929 . . .	303,997 . . .	48,785

The Sun's gain in circulation is attributable directly to the high quality of The Sun as a newspaper—to the fact that it is a complete, interesting newspaper, printing all the news from everywhere and containing many features that are instructive and entertaining.

The Sun's large circulation is becoming larger because more and more people are realizing that The Sun is New York's best evening newspaper.

**The**  **Sun**

NEW YORK

*The Newspaper of Distinction in its Readers, its News and its Advertising*



# Sales Management

The Weekly Magazine for Marketing Executives

VOLUME TWENTY, NUMBER FIVE

NEW YORK, N. Y., NOVEMBER 2, 1929

## Looking On

### Must Foster a Sounder Attitude

The stock market has done a double back flip. It may do more, although the big bankers are going to keep immensely busy in an effort to effect orderly action. Unfortunately, pendulums have an irrevocable habit of swinging too far in both directions, and there is, therefore, little reason for doubting that some stocks have already swung below the point of sound market value, and that others have yet to follow suit. That much Wall Street and the business world had best accept with stoicism.

It is probably premature and presumptuous to do much analyzing or predicting, but the *real* solutions are not going to be reached unless people *representing a variety of viewpoints* have the courage to expound their ideas in no uncertain terms. We have not been confronted with a situation that can be "handled" by the few. Intelligent *understanding* is needed not only by brokers, traders, underwriting bankers, investment trusts, holding companies, commercial banks and their securities company offspring and all manner and types of investing institutions, such as insurance companies, private capitalists, savings banks, etc., but intelligent understanding is also needed by workmen, professional men, politicians, publishers and by business men at large, from the small retail merchants to the heads of gigantic corporations. Each group must learn much more about what each of the other groups thinks and believes. Out of this mass of ideas a new composite viewpoint must emerge which is tolerant and understanding of *all* parties concerned. By this process there is great hope of developing a sounder attitude toward finance, security investing and business than has heretofore prevailed, and there is every probability of fostering an infinitely sounder attitude than that engendered by the Wall Street leaders during the last few years.

### Truth Versus Half-hearted Denials

When things are wrong this magazine takes the position that it is better to admit the truth than to attempt half-hearted denials, and that it is better to go to work on *real* remedies than to postpone inevitable occurrences by dint of carefully planned propaganda.

And so this magazine takes as its role the part inaugurated in last week's issue of presenting the view-

BY RAYMOND BILL

point of those who are largely just *looking on*. This group constitutes the great rank and file of business men, as from a numerical standpoint relatively few business men have had an opportunity to familiarize themselves *thoroughly* on such subjects as commercial banking, investing, investment trusts, financing through sale of securities, money rates, mergers and companies over \$50,000,000 in size—in other words, those matters which constitute the most important phenomena of modern times. The biggest leaders of the biggest companies should be interested in the viewpoint of these lookers on. So should the bankers and financiers who have kept altogether too far aloof. And so should all the other elements that go to make up the social structure of the nation.

### Viewpoints of Those Who Look On

Here, then, are some of the viewpoints of those who have been and still are *looking on* at the Wall Street debacle:

1. Investment banking houses, including even the largest of them, have not proved their infallibility of management and there is a serious question as to how far any underwriting houses of issue should go in the matter of controlling management of business corporations whether directly or indirectly. This practice has assumed wide-scale proportions only in the last few years. Its danger lies not only in too great an extension of interlocking powers, but also and more important, it results in the public judging bankers for their business ability as company executives, instead of for their financial ability. Quite a few banking houses, right now, stand to lose great reputations of many decades' standing simply because their business acumen does not and can not measure up to their financial ability.

2. All that has been said about investment bankers goes for commercial bankers who are seeking to control business and the management thereof through their offspring securities corporations. Bankers should not try to run business and at the same time stay in the banking business.

3. All that has been said about investment bankers and commercial bankers goes for the type of investment trust that seeks control and management of business cor-

porations. The principal figures in such institutions are primarily financiers and as such should stick to their knitting and let business men stick to theirs.

4. In short, the whole theory of control of business by bankers is fundamentally wrong because: (a) it often does not produce satisfactory results on an operating basis; (b) it is illogical; (c) it extends power not to those who can produce dividends, but to those who can lend money and sell securities, a highly important but entirely different function; (d) it tends to throw active management of business into the hands of individuals who do not own enough stock in their respective companies to insure the kind of enterprise and effort that is born out of personal ownership alone; (e) it tends to create a temptation for bankers and company executives to make their major profits out of stock manipulations instead of company earnings. Of course, this does not mean that certain companies have not been well managed by the controlling banking interests, but it does mean that all bankers are likely to suffer in reputation and influence for the lack of ability in management and the lack of worth-while motives which are too common.

5. The idea that common stocks are the best type of investment has been greatly oversold and apparently with too much acquiescence on the part of *leading* bankers.

## Business Will Benefit in the End

So much for a brief resume of what those who are *looking on* think about common stocks. If space permitted we should like to discuss other directly related subjects at the same time, but we shall have to wait for succeeding issues to talk about "the menacing side of the merger mania" and big business can never do a complete job" and "the new opportunity for investment trusts" and "the evasive methods of holding companies." In every instance, as in the case of common stocks, the aim will be not to present a personal viewpoint, but on the contrary to report the prevailing reactions of the great mass of business men who are for the most part *looking on*.

Meanwhile, let it be clearly understood that this series of articles does not seek to engender pessimism. Nothing could be further from the truth. American business is essentially prosperous, more in spite of than because of Wall Street. Not even the recent beheading of market prices of stocks can change for long the fundamental operating status of American business. In fact, the effect on business in the long run is likely to be more beneficial than harmful. More company executives will pay undivided attention to the conduct of their respective businesses. Money rates will continue low enough to enable

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Money rates are low. Inventories are low. Distribution methods are more enterprising and scientific. The markets for individual products are larger. The standard of living is higher than ever. Wall Street cannot affect business conditions on more than a temporary basis. All companies should drive ahead full steam with their sales and advertising programs, thereby minimizing the loss of "paper profits" and swelling the dividends of earned wealth.

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There is and always will be a fundamental difference between investment and speculation, but in the last two years the *leading* financial minds have done a very poor job of educating the public as to the distinction between the two. On all sides stocks have been sold on the same basis as Florida real estate once was sold. The current yield, the company history, the soundness of a merger, the ability and record of the management—such vital considerations have been largely thrown out of the window on theory and assurance that someone would pay a higher price tomorrow. The sophisticated investors may have continued to apply logic, common sense and science, but very few *financial leaders* have actively endeavored to persuade the public not to favor stocks they must have known were discounted, not one, but several years ahead. Those who are *looking on* are going to be very hard to bring back quickly into Wall Street unless and until they are satisfied with *yield* as well as investment soundness. If certain of the so-called blue chips are really worth a price where the yield is from one and a fraction to 5 per cent, those same blue chips are likely to be bought by the sophisticated financiers. The *lookers on* are plenty sick of being told it is well to discount futures—in their present mood they want present yields of about 6 per cent and futures on top of that. In their present mood they don't want capital appreciation of securities half as much as profits from dividends. Even a dull sense of finance tells them that enhancement of capital values will automatically take care of itself if dividends are steadily increased. On a gradually rising market based upon a steady increase in national prosperity, they might again be tempted to discount future earnings and capital values, but on a falling market or a fluctuating one (in spite of general business prosperity) the *lookers on* will largely turn deaf ears toward the disciples of "it pays to discount futures."

conservative companies to finance and borrow on a sound basis. Bankers will pay more attention to successful management than to expedient manipulation. Speculation and gambling will be minimized. Constructive, orderly and careful thinking will prevail. Real business leadership and financial leadership will make itself heard and felt instead of hiding its light under a bushel. Pretenders to ability will give way to possessors of ability. Stocks will reach sound levels and will consequently constitute sound investments. Bankers will *listen* to business and business to bankers. Tolerance of a variety of viewpoints will become the rule instead of the exception. The farmer will be heard and helped. The financier will be admired as he should. The business man will be aided and respected in the great objective of going about his business, and, in a large degree, sticking to his line. Facts will be the watchword and smoke screens taboo.

## A Challenge to American Business

And by this very process, which has its beginning, or at least its turning point, in a crash of stock prices, will a newer and sounder order develop. Not only will present prosperity be maintained, but a newer and even greater prosperity—world-wide in its ramifications—will surely obtain. Once more American men have been challenged as to their ability and once more are they being measured as to the real size of their intellects. And once more will American men come through with flying colors. Problems don't break the right kind of men—they make them. And so we are safe to conclude that a Wall Street panic, which at first blush might look like a forerunner of business recession, will, in fact, turn out to be a blessing in disguise, a *preventer*, and not a cause of business chaos and a positive step forward toward maintaining prosperity on an ever sounder basis.



# The Hard-Shelled Prospect Who Is Sure He Isn't Interested

These sales tactics, developed and used by the Guy W. Ellis Company of Detroit, have proved exceptionally effective in reaching the big buyer who has remained indifferent to more usual types of sales approach. Are the "impossible" prospects in your field really impossible? — or would a strong selling plan like the one described here dissolve their resistance?

BY D. G. BAIRD



Guy W. Ellis

**W**HILE psychologists have been informing us for many years that 87 per cent of our knowledge comes through the eye, salesmen have been going right along depending mainly on the ear as the proper medium through which to impart knowledge concerning their product. Visual selling now appears to be coming into much more common use, however, and many striking examples of the effectiveness of such plans are coming to light.

The Guy W. Ellis Real Estate Company, in Detroit, has long employed one plan which could be adapted to many lines other than real estate. The plan has been used under almost every conceivable circumstance and has been so successful that the company now depends to a great extent on visualizing major facts in almost every transaction.

The plan differs in several respects from that now used by many other realtors. The Ellis company does not furnish its salesmen with an elaborate kit. It does not give each salesman a mass of facts, figures, charts, graphs and photographs of all the property in which it is interested. It doesn't even furnish such a plethora of material on individual zones in which zone salesmen are employed. Instead, it depends on individual presentations so clear, concise and expressive that

no one can fail to grasp the significant facts at a glance.

The Ellis company has probably as great an abundance of kit material as any operator in the field. This material includes the population blocked off in small trading areas of the city, principal nationalities in different sections, automobile registration divided into small zones, the locations of the 271 branch banks in the city, locations of department stores, chain stores and other commercial enterprises, as well as industrials; surveys of business sections showing not only every piece of property, but also the kind of property, size and kind of stores and other buildings, amount of rental, expiration date of lease, photographs, architects' elevations of proposed buildings, names of tenants, and in many cases the tenant's financial rating and general reputation.

But to present such a mass of information to any one prospect would very likely result chiefly in confusing him and it would be too general in character to accomplish the realtor's purpose of presenting as concisely and as impressively as possible just one or a few salient facts which are of paramount importance to that one prospect.

For example, Guy W. Ellis, presi-

dent of the company, was in New York and wished to secure a brief interview with the head of one of the largest chain-store systems in the country with the object of inducing this chain system to come to Detroit. He knew that this man was extremely hard to see and that if he did succeed in getting to him he would probably be given only a very few minutes. He was unsuccessful in getting to his prospect at all on the first day. The second day he succeeded in obtaining an appointment for five minutes. So sure was he that he would remain only a few minutes, he had his cab wait for him.

"When I entered the office he hardly glanced up and went right on with his work while he asked what I wished," Mr. Ellis related. "I told him I merely wanted to show him this." Mr. Ellis produced a thin portfolio of the kind he uses for all his presentations.

"Five minutes passed, then ten, and he asked me to take off my coat. Another ten minutes and he told his secretary to cancel several other appointments. In brief, I stayed in that busy man's office for an hour and a half and I sold him on coming to Detroit.

(Continued on page 246)



# Mohawk's Volume Jumps \$7,000,000 When They Assume Control of Sales

BY LAWRENCE M. HUGHES

**S**EVEN million dollars added volume—an increase of 40 per cent over last year—will be celebrated by the Mohawk Carpet Mills, Inc., next Monday, on the first anniversary of assuming direct control of their own sales.

When the decision was made by mutual consent a year ago last May to abrogate a contract which then existed between Mohawk and its selling agent, and to establish within five months its own sales organization, an annual volume of business of \$18,000,000 was jeopardized. To swap a trained horse for an untrained one while crossing the stream looked like exceedingly risky business.

Mohawk realized, however, that so long as they entrusted their sales to an agent—having only one customer instead of hundreds of thousands, and remaining to a great extent out of touch with the users of their product, they would be handicapped. However capable the agent might be, they felt that he was an unnecessary link in the distribution chain. Not only that, but they believed it wasteful to pay a sales agent many thousands a year in net profit that might better be used to widen their own market and build up their own identity and good will.

The "swapping" was no easy task, as the company soon realized. A complete national sales organization had to be built. Thousands of miles of high-speed travel had to be performed; wholesalers, retailers, contract houses had to be visited, conciliated and "sold". In office buildings in Seattle, Dallas, Atlanta, Boston, Los Angeles, Des Moines, Chicago, Detroit and Denver, decorators began to adorn, and furniture stores to equip, the far-flung chain of regional sales headquarters. A complete credit system had to be devised and installed and trained staffs engaged to operate it. A Market Analysis Division was

created. Three large designing staffs labored on a complete restyling of the mill's wide range of fabrics. Sales specialists were hired by the score: hotel-equipment men, motor-equipment men, sales-promotion men, clerks, bookkeepers, stock men, floor men, stylists, research men. The company's entire range of lines had to be put in order—many were eliminated, and almost all were redesigned, simplified and standardized. A large amount was spent to perfect seamless Wilton rugs. One million dollars' worth of new production machinery was installed. To provide money for all these operations, the company issued securities and became listed on the New York Stock Exchange.

"Of first importance, we thought," said George Lambie, general sales manager, in outlining the setting up of the new sales machine, "was the minimization of the consciousness of a break throughout the rug-selling trade. How was this to be accomplished? The only salesmen who had contacted with wholesalers or retailers on Mohawk rugs and carpets were all in the organization with which we were breaking. To train and send out an entirely new sales personnel was to risk breaking old and valuable personal business ties. Therefore, some of the sales force of our former sales agent was taken over. Others were recruited elsewhere. All had had experience in the rug business.

"Next, we knew, we must impress our new sales policy upon the sales personnel to insure its proper introduction to the trade. We must familiarize our salesmen with all the workings of the new system. Accordingly we assembled the entire sales organization in our newly established headquarters sales office and showrooms in New York City where they had several weeks of intensive training.

"Then we outlined to the sales force the sales policy which we thought would best win and hold the 125 wholesalers we had selected, together with their dependent retailers, throughout the country. We knew that if the new system were to be a success it must be thoroughly sold to the trade. Rug selling must be made more attractive. Confidence in Mohawk's desire to protect and aid its dealers must be established. A new interest in rugs must be aroused in dealers as well as in the public if more rugs were to be sold.

"To show our dealers our interest in stabilizing the business, insuring adequate profit and protecting against indiscriminate price-cutting, we made the following statement of policy through trade paper advertisements as well as by word of mouth through our salesmen:

"No manufacturer can make money at the expense of his trade. No wholesaler or retailer will continue to handle goods that cannot earn for him a fair margin of profit.

"Mohawk trade discounts have been established so as to give every factor in the distributive system an adequate profit margin. No dealer enjoys a better price than another *where an equal quantity of merchandise is bought.*

"Any manufacturer doing business upon so extensive a scale has difficulty in keeping his fingers upon conditions in all sections, but wholesalers and retailers handling Mohawk rugs and carpets may rest assured that if ever conditions arise which cut into fair trade profits a reporting of the same will be appreciated. Mohawk is as interested as you are in seeing that such conditions are removed."

"The italicized clause indicates our effort to cope with the hand-to-mouth buying which of late years has eaten so deeply into manufacturers' profits."

The key to Mohawk's new sales policy, as indicated in Mr. Lambie's comments, was the return of the

wholesaler to a position of importance in the distribution scheme. For several years the rug and carpet trade had been frequently disturbed by large offerings of merchandise, sometimes at prices which bore small relation to manufacturing costs. This unsettled price policy in the industry had unfavorable effects, not only to the manufacturer but to all factors in the business.

The stabilizing effect of Mohawk's entry into the field as an independent sales factor was therefore very important.

working continuously since that time on an over-time basis.

The promotion problem which now confronts the company is somewhat different from what it was under the old regime. Although the beginning of the company's national advertising anticipated the change in sales policy by three years, the sales and advertising programs are now being closely interlocked. The advertising change was not made until now because the company wanted to give the new sales policy a year in which to prove itself.

For four years Mohawk has been

for 1928, \$500,000. Because of the present demand in excess of supply, the appropriation for 1930 will remain at \$500,000. But now that the period of pioneering has passed, explained Gilbert H. Durston, advertising manager, the company will put into their advertising an element of logic. A new slogan has been adopted, "Build Home Beauty From the Base—Begin With Your Floors."

Mohawk's 1930 advertising dollar will be expended on the premise that the American housewife spends less than one-third of one per cent of her income on floor coverings, not because she fails to appreciate the importance of suitably covering her floors, but simply and solely because she has not been taught to think of her floors as the primary foundation and the initial unit in her decorating budget. The floor covering, in too many cases, has been the last item, instead of the first, considered in furnishing a home.

This is the "psychology" of it: Consider any room as consisting of six plain surfaces. Of all these surfaces the floor, the Mohawk Company believes, is the most important. It must have quiet, warmth and beauty. More than that, it must tie together all the furnishings of the room.

So the company will start, in January, to tell women why they should "build their homes from the ground up."

### Put Spotlight on Rug

Four years ago the company decided to depart from the practice, then prevalent in rug advertising, of merely making the rug an item in a picture of a room. Shown various advertisements of rugs, all of which depicted interiors, the directors at that time could find only four the illustrations of which seemed to be selling rugs. So the first Mohawk advertising campaign took the rug out of the room and threw a spotlight on it.

The new campaign will do more than that. To symbolize the "from the ground up" idea, Mohawk has adopted a triangle which has since been converted (to add a quasi-oriental touch) into a pyramid. In this pyramid, which will make its debut against the background of a Mohawk rug in pages of magazines in an early advertisement, will be shown a picture of a home. (Mohawk paid \$1,400 to get an artist who could bring out the peace and quiet of a home in five inches of space.)

Throughout the new campaign, the company will emphasize the fact that "nature" builds from the ground up, and that home furnishers would do well to follow.



*A corner of the customers' reception room, with a portrait of George McNeir, chairman of the company, on the wall*

One year ago the Mohawk Carpet Mills eliminated their sales agent and assumed complete control of their own sales. As a result of this drastic change in policy, sales for the past year were 40 per cent ahead of the volume for the preceding year. Mohawk's experience is directly in line with a definite trend, apparent in industry in many quarters, toward the placing of the prime emphasis in management upon the distribution side of the business.

The results of all these changes were greater than the company hoped for. Normally a month's volume of \$1,500,000 was considered a good one. In that first month, under its own sales direction, however, Mohawk recorded orders in excess of \$3,700,000.

In the last year the company's sales have gone up from \$18,000,000 to \$25,000,000. The mills have been

devoting its efforts primarily to prestige advertising—believing that "every adult woman in America is a potential customer." Magazines were used because they felt that carpets could be sold primarily on the beauty appeal, and that to bring out the beauty of carpets you must use color. In 1925 Mohawk spent, entirely in magazines, \$180,000. The appropriation for 1926 was \$303,000; for 1927, \$333,000;



Mohawk sales have now been zoned throughout the country, with standard prices in each zone. Their advertising has also been "zoned" but in a somewhat different manner. They are now using specialized, instead of general publications—most of which are directed to women. And all of which, in one way or another, are intended to reach every stratum of their market.

With the exception of telephone directories in metropolitan centers and trade and general business magazines (in the last of which a "quiet office" series is now running), all the others cover the metropolitan, urban, village, rural and class markets, and another series is institutional in nature. In other

words, instead of one campaign, the company is running nine—with different copy, different art work and different technique of presentation in each.

In advertising and sales alike, *control* is the keystone of Mohawk's program, and control means among other things the building up of closer and more effective relations with wholesalers and retailers. It means the advertising of definite types of products to meet the needs of definite types of prospects. It means the development of new markets—in fact of taking rugs out of the luxury class and building up a growing "consciousness" of the part they play in home comfort and home decoration.

paper and containing blank pages for listing the items in the household or personal expense account for the year, advice on how to build the budget, a list of twelve tests for security investments, and information regarding Cities Service securities, is forwarded, together with a friendly letter from the company expressing the hope that the booklet will pave the way to financial independence. A few weeks later an advertising booklet and letter describing the different properties owned by the company, the securities it has issued and their advantages as investments are forwarded to him. It is not until he has had time to digest their contents that a salesman calls upon him. The sales resulting from the contacts built up in this manner have been gratifying to the officers of our company.

## Good Will and Many Sales Result from Doherty Broadcasts

**H**OW Henry L. Doherty & Company successfully built inquiries for a book on investments through radio advertising, many of which have been turned into direct sales, was outlined in an address by Frank LeRoy Blanchard made before the Financial Advertisers' Association Convention held in Atlanta this week.

Mr. Blanchard said in part:

"Our first experience in radio advertising, covering a three months' period, was not satisfactory but we concluded the following year to give broadcasting another trial. From our study of the new medium we were convinced that it was unwise to go on the air with anything less than a first-class attraction as people quickly tire of slapstick comedy and jazz orchestras. So we engaged Goldman's band, one of the three best bands in the United States, as our first entertainment feature. The concerts given over WEAJ every Friday night with sixteen stations hooked up quickly won popular approval as was indicated by the thousands of letters and postal cards received from the radio audiences.

"When the Goldman Band concerts came to an end because of the opening of the band's summer season engagements in New York's public parks, the present Cities Service Orchestra and Cavaliers Male Quartette took its place.

"As we were more concerned in acquainting the public with the facts concerning Cities Service Company and its various activities than in selling our securities and petroleum products, the most of the copy used was

devoted to that purpose. We wanted the public to know our organization, the scope of its activities and what it had accomplished. If we could win its good will and confidence we felt that sales would naturally follow in due course.

"During the Cities Service concert hour three advertising messages, each about one and a half to two minutes in length, are introduced. While at first they were institutional in character, later on some were devoted to the exploitation of our petroleum products. Brevity in radio advertising messages is absolutely necessary as audiences soon become impatient and switch off if they exceed a few minutes in length.

"At no time during our use of broadcasting have we directly urged our audiences to purchase Cities Service securities. What we have done has been to urge the importance of thrift and the desirability of laying aside, out of wages or income each week or month, a fixed amount to create a fund for sending their children to college, when they grow up, or provide for the erection of a home later on, or make certain that they will not lack financial support in their old age. In order to help them make a start we offered to send to anyone who asks for it an attractive family budget book. Up to October 1 of this year 250,000 people have written for it. They are what might be termed a hand-picked class. Certainly no one would take the trouble to send for such a book unless he is seriously thinking about saving money.

"When a request for a budget book is received, a copy printed on fine

### Radio Reinforces Advertising

"Besides the budget book we offer over the radio, from time to time, to send John Martin's 'Many Penny Rhyme Book' to any boy or girl who will write for it. This booklet is filled with poems and jingles in colors and is designed to encourage thrift among the little folks. Toward the end of the booklet the children are asked to show the last two pages of the booklet to their parents and to get them to read a message addressed to them telling how, by investing money in a few shares of Cities Service common stock, they can, by the time the little folks grow up, have enough money in hand to send them to college or other advanced schools. You would be surprised to learn what a large number of fathers and mothers have been led, through this booklet, to buy Cities Service stock for this purpose.

"It is impossible to determine the exact amount of direct sales that have been brought about through radio advertising. We have, however, obtained reports from our branch sales offices which show that in April over 29,000 shares of common stock had been sold through its aid.

"Aside from the sales effected through our broadcasting, the greatest service it has rendered has been the conversion of many thousands of radio listeners into readers of our advertisements in the newspapers and magazines. Having become acquainted with the name of our organization and a few facts regarding its activities while hearing our Friday night concerts, whenever they see one of our advertisements in print their curiosity leads them to read it, just as we always read with interest items about our friends or people whose names are familiar to us."



Coal wholesalers, strongly entrenched, began to establish retail departments in competition with their dealer customers. Backed by money and  
(Continued on page 244)



*Dealers studied store arrangement and hardware stocks in the model store, which, although small, was complete in every detail.*

## This Jobber Is Teaching Dealers How to Fight Chain Store Battles

**C**ONVINCED that wholesalers must take definite and energetic steps to educate their dealers, Buhl Sons Company, hardware jobbers in Detroit, sponsor a semi-annual exhibit to teach dealers what to sell and how to sell it, and the results so far are said to have been even more favorable than had been expected.

The first such exhibit presented by this jobber—and probably the first of the kind ever presented by any firm engaged exclusively in the wholesale hardware business—was in the fall of 1928. The reception accorded to it by dealers was considered highly favorable and another was decided upon for the spring of 1929. Dealers had learned by their previous experience that there was no catch in the plan and that it was genuinely helpful

BY J. F. KERWIN

to them, consequently the spring exhibit was so successful that the management decided to present spring and fall exhibits regularly and to make them the major events of the year in Michigan hardware circles. The third semi-annual showing was presented during the week of September 23.

That it was large will be appreciated when it is said that the exhibition occupied the entire space in a vast room some 140 by 225 feet in size, with an ell in addition. This room is regularly occupied by offices, order desks and display features. To make room for the exhibits, the desks, cabinets and other office equipment were replaced by display tables and special display fixtures.

Around the sides of the room were eight specially constructed display windows, trimmed by expert window display men; in one corner was a realistic forest cabin representing the "Night Before Christmas," and across the room was a model store, complete in every detail.

This model store was no toy. Nothing was left to the imagination. A hardware dealer could have walked in, hung up his hat and started doing business. The goods were in place and there was even a cash register in which to deposit the money.

The "store" was only eighteen by forty feet in size, but it was complete and genuine in every respect. There were display windows on each side of the entrance, alluringly trimmed by an expert window display service. Within there were display cases, display

**I**F YOU have a "class" story to tell in New York, The Morning World's coverage of ultra-income groups will measure up to every requirement... In the 21 highest expenditure districts, The Morning World concentrates 24.3% of its total circulation... and these are the districts measured by such yardsticks as average income, ratio of Fifth Avenue charge accounts to population, and ratio of high-priced car sales to population... Only one other morning newspaper exceeds this intensive concentration in the cream of the New York market... Whatever your product, whatever its price or appeal, The Morning World will carry its message to a responsive audience... Ask a man of The World to give you visual facts and figures.

## **The New York World**

MORNING AND SUNDAY

**Pulitzer Building, New York**

**TRIBUNE TOWER**  
**Chicago**

**GENERAL MOTORS BLDG.**  
**Detroit**



panels, display tables, wall cabinets, nail bins, counters and other fixtures, with a model stock of goods properly arranged. Fixtures were permanent, being of quarter-sawed oak and plate glass. Effective display, proper arrangement of stock and economy of space were illustrated in every department. Many of the fixtures possessed conveniences that were entirely new to a majority of the dealers.

Store layout, arrangement and equipment is a subject being emphasized in the hardware trade, and this model store, therefore, was one of the most interesting and instructive features of the entire exhibition to many dealers, some of whom spent hours in studying it and taking notes.

The model stock of goods was also worthy of close study, as it represented the best selling lines and the proper proportionate quantities of each to stock in a general hardware store of the most modern type.

The model store was constructed by a leading store equipment company which was regularly paid for its services. In other words, the store equipment company didn't make the installation for the sake of the advertising, nor did it have a representative present. This exhibition was by Buhl Sons Company. Because of its per-

locomotion, such as electric trains, were in action.

More than twenty manufacturers' representatives were present by invitation to demonstrate their goods. Representatives of different manufacturers are invited to participate in each exhibition, the purpose being to acquaint dealers with a number of lines at one time and with a number of other lines at another time. Selections are made by department heads, who invited manufacturers to send demonstrators.

Significant of the change being brought about in the hardware trade as a result of the inroads made by chain stores was the fact that numerous manufacturers of quality products featured, in addition to their usual lines, many popular-priced articles, and stressed chain-store display methods.

One well-known manufacturer of high-grade tools presented an open display assortment of twenty-eight fast-selling items to retail at five cents to one dollar each—and only two of them were priced as high as one dollar. The assortment included open display trays with ticket holders and blank price tickets. Interested dealers were given printed instructions for building a suitable display table out of packing boxes, or they could use

booth as they came in, where there were cigars for the men and candy for the ladies. An attendant pointed out the many features, answered questions and introduced them to manufacturers' representatives. No attempt was made to solicit orders, but orders were accepted when offered.

Dealers were impressed, inspired and enlightened. "The place has been crowded every evening and judging from comment, dealers are unanimous in the opinion that this is the greatest thing ever done in the hardware trade," one executive said. "There were 225 registered last night alone. Some of the visitors were from way up in the state, too. One of our country salesmen brought in a party of dealers from four towns and they were so interested they stayed here till about ten o'clock, then had to drive back more than 100 miles home. Many dealers come alone first, then return with their entire sales force—that's what they think of the educational value of the exhibition.

### Better than Catalogues

"Aside from special features, such as the model store, the model window displays, and the demonstrations by factory representatives, the exhibition itself is a liberal education for any dealer. Our salesmen carry illustrated catalogues and some small samples, of course, but there is a big difference between the real thing and a picture of it.

"Take this stand of garden tools, for example. There is nothing unusual about it; it's just an assortment of garden tools stood on end in the manufacturer's display stand. Yet we sold between 400 and 500 dozen more special garden tools, such as this small hoe that cuts both ways, last spring than ever before. Our salesmen had these garden tools in their catalogues, but it is hard to sell such special things from a catalogue, because the dealer can't be made to understand the need of them. When he sees them and is shown their advantages, he readily realizes that he can sell them and he places an order.

"Then there is fertilizer. Probably half our dealers didn't know we carry fertilizer until we began holding these exhibitions. Now many of them are doing a nice business in fertilizer.

"The same is true of motor oils. Hardware dealers had been letting the garages and filling stations have this business. They had thought little or nothing of the possibilities of the line, or, if they had, they probably didn't know where to get it until they saw it here on exhibition.

(Continued on page 248)



*Exhibits were laid out with the thought of giving the dealers ideas of better ways in which to merchandise various hardware products.*

manent character and perennial helpfulness, it is expected that the model store will remain as a permanent feature of the Buhl salesrooms.

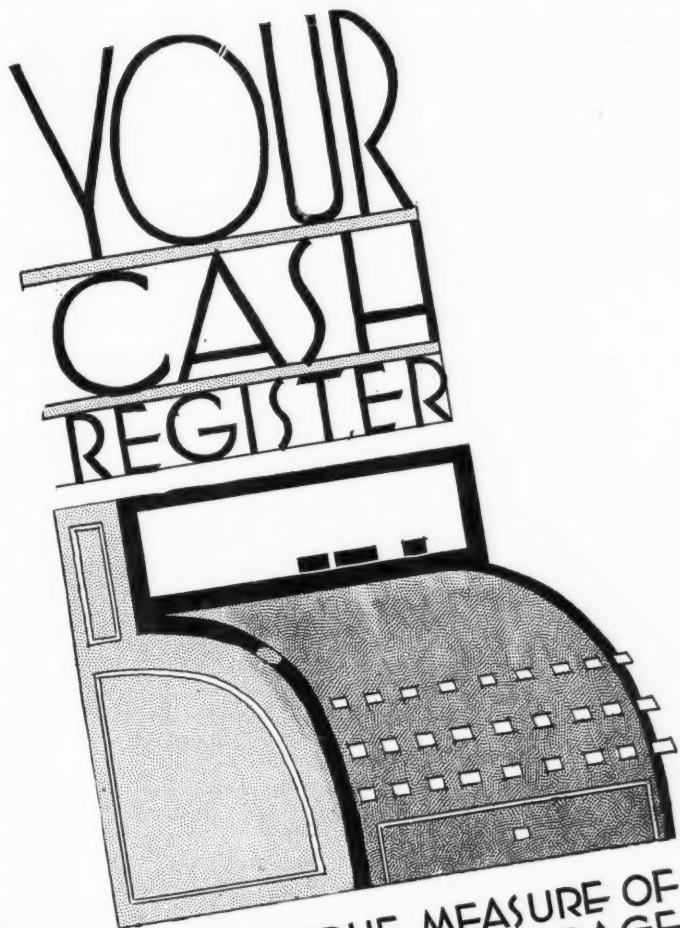
The main floor of the vast room was entirely occupied by table and floor displays of practically everything this wholesaler carries in stock. As the Christmas buying season was approaching, the September exhibition stressed toys and other Christmas goods and the decorations were in Christmas colors. Articles capable of

the trays on regulation display tables.

The exhibition was open for one week, day and night, with the exception of Saturday night. As a majority of dealers had to be in their stores during the day, the largest attendance was in the evenings.

All the jobber's city salesmen and office employees were expected to be on hand every evening and country salesmen were urged to arrange parties of their dealers and bring them in.

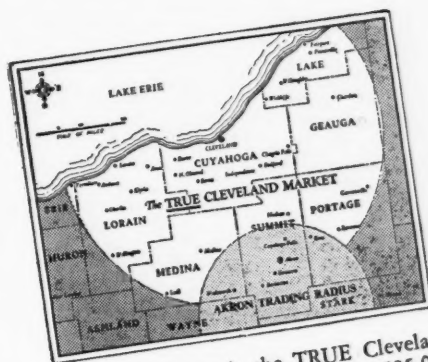
Dealers were asked to register at a



## IS THE TRUE MEASURE OF SATURATING COVERAGE

In Cleveland, the relative advertising productivity of Cleveland's newspapers is being checked in the cash registers of merchants and national manufacturers. Each year, more advertising is appearing in The Press.

With 93% of its circulation concentrated in the TRUE Cleveland Market, The Press offers advertisers a density of circulation unequalled by the newspaper of largest daily circulation in any of the first 20 cities of America. Truly saturating coverage! Ask for proof.



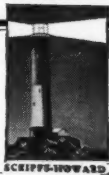
Pictured above is the TRUE Cleveland Market—35 miles in radius—1,525,000 in population. Only within this area does Cleveland newspaper advertising function profitably.

# The Cleveland Press

NATIONAL ADVERTISING DEPARTMENT

230 Park Avenue, New York City  
Atlanta . Detroit . Dallas . Buffalo

The ADVERTISING BUY



ADVERTISING DEPARTMENT

919 N. Michigan Avenue, Chicago  
Philadelphia . Los Angeles . San Francisco

I N C L E V E L A N D

# Manufacturers' Profits Rise While Trade Profits Fall

Where there has been sufficient time for the complete readjustments which necessarily follow an important merger, the statistics of income for 1924-1926, just released, indicate that there is a tendency toward both increased sales and increased profits. The figures for these years are worth careful study, since they show other important present-day trends.

**A**CCOUNTING for the recent high levels of industrial security prices, Prof. Irving Fisher says that "mergers have effected great economies and have, therefore, increased the profits of corporations to a great extent." Other observers think that mergers are inspired mainly by expectation of expanded markets.

Current income statements are not wholly conclusive as to either point. In most cases where there has been

time for complete readjustments the trend of mergers is to larger sales and increased profits on sales.

This is shown in the full reports contained in Statistics of Income for 1924-1926. It was in 1923 that the big corporations or mergers, successors to the trusts, got their second start. They had multiplied rapidly during the inflation period 1918-1919 but the smash of 1921 curbed their growth and put a stop to many of them.

The recession of 1924 caused a

slight check in their pace. The full recovery of 1925 encouraged them to renewed activity. Since then they have gained in size and number, less rapidly in 1926 and 1927, but faster than ever in 1928 and 1929. What is now going on with respect to sales and profits may be inferred from the data herewith presented.

Four facts stand out plainly:

(1) Manufacturers' profits show a distinct tendency to rise.

(2) Trade profits show an equally distinct tendency to fall.

(3) Corporations with taxable incomes of a million dollars or more are getting an ever-increasing share of all corporation profits.

(4) The gain of the very largest corporations—those with net incomes of five million or more—is relatively faster, especially among manufacturers.

The most obvious conclusion from these facts is that while mergers among manufacturers tend to increase the ratio of profits, chains in retail trade tend to cut down this ratio.

## Income Returns Show Trend toward Concentration of Profit among Larger Corporations

### Business Profits on Sales

(Operations of corporations reporting taxable incomes)

	All corporations			Manufacturers			Trade		
	1926	1925	1924	1926	1925	1924	1926	1925	1924
Number of corporations in thousands.....	258	252	236	55	54	51	71	72	68
Total receipts in millions of dollars.....	118,420	114,087	97,560	53,004	53,011	45,397	33,470	32,628	28,638
Sales in millions of dollars.....	88,002	90,507	79,303	50,670	49,613	43,184	32,177	31,477	27,770
Net profits in millions of dollars.....	11,315	10,963	8,692	4,963	4,774	3,867	1,220	1,324	1,134
Percentage of profit on receipts.....	9.55	9.61	8.91	9.36	9.01	8.52	3.65	4.05	3.96
Percentage of profit on sales.....	12.86	12.11	10.96	9.79	9.62	8.95	3.79	4.00	4.08

### Growth of Big Corporation Profits

(Big corporations as used here are corporations reporting taxable incomes of \$1,000,000 or more)

Number of big corporations.....	1,097	1,113	901	547	541	460	103	100	87
Taxable income of all corporations in millions of dollars...	9,673	9,584	7,587	4,494	4,383	3,596	1,166	1,254	1,099
Big corporation incomes in millions of dollars.....	5,238	4,974	3,658	2,723	2,546	1,987	315	310	265
Big corporations' per cent of total.....	54	52	48	61	58	55	27	25	24

### Growth of the Biggest Corporations

(Biggest corporations as used here are corporations reporting taxable incomes of \$5,000,000 or more)

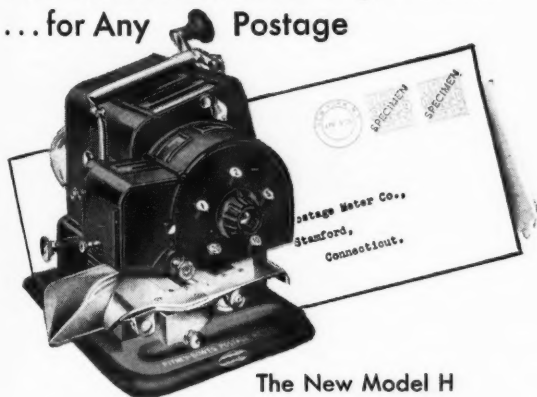
Number of biggest corporations.....	214	196	162	106	95	79	12	12	13
Net income of biggest corporations in millions of dollars...	3,468	3,098	2,210	1,847	1,646	1,229	146	124	136
Percentage of all corporation income.....	36	32	29	41	38	34	12	10	12





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PITNEY-BOWES MAILING EQUIPMENT

▲▲ Offices in TWENTY FIVE CITIES ▲▲▲



## Can You Write

a Credit Letter that Won't Turn the Small Dealer "Sour" on the House?

How does your company handle the problem of the dealer whose credit is shaky? The makers of Winton watches are offering a \$50 Winton watch as a prize to the sales executive who submits the best letter to use to the merchant whose order cannot be shipped unless the bill is paid in advance or the merchandise sent C. O. D. Read the details outlined here. Then send in the best letter you can write covering cases of this kind.

## Offers \$50 Watch for Best Letter Covering Ticklish Credit Situation

**T**HE Hipp, Didisheim Company, makers of Winton watches, has a problem which it is asking readers of *SALES MANAGEMENT* to help solve. For the best solution, the company offers a \$50 Winton watch.

The problem arises out of the difficulty of handling, by mail, the problem of the retail dealer to whom the company feels it is not justified in extending credit. The company has, in the past, after proper credit investigations, sent letters asking the customer for cash in advance payment, or permission to ship the order C. O. D., in either case granting the usual cash discount; or has asked for part cash in advance of shipment and a sixty-day note for the balance.

"We never receive a reply to most of the letters; on other occasions, we receive letters of indignation, in which the jeweler insists he is worthy of an open account and if we do not desire to extend it he will cancel his order," says J. P. Duffy, sales promotion manager of the Hipp, Didisheim Company.

"Undoubtedly, other sales organizations are confronted with this problem. Perhaps some have

solved it by using a type of letter which gets the desired results," Mr. Duffy adds.

For the best letter to be used in this way, the Hipp, Didisheim Company is offering a Winton watch.

The contest is open to all readers of *SALES MANAGEMENT* and each may send as many letters as he wishes. Letters which have been used with success, or letters which might be used, may be entered.

The letters should be submitted to Contest Editor, *SALES MANAGEMENT*, in typewritten form, with a carbon copy attached. The Hipp, Didisheim Company reserves the right to use any part or all of any letters submitted. Some of the best letters will be printed in *SALES MANAGEMENT*.

Judges will be C. D. Maddy, promotion manager, Prentice Hall, New York; A. C. Monagle, vice-president, Royal Baking Powder Company, and Raymond Bill, editor, *SALES MANAGEMENT* magazine.

The contest will close December 1, 1929 at midnight.

In case of a tie, duplicate prizes will be awarded.



THE INDOLENT RICH



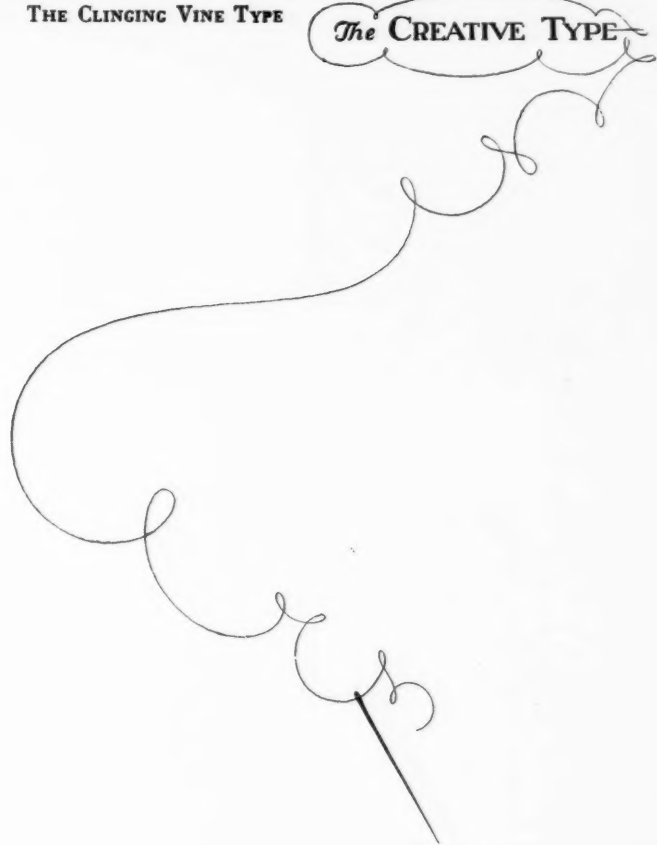
THE OVERWORKED POOR



THE CLINGING VINE TYPE



*The* CREATIVE TYPE



.....interested in doing things  
.....and making things  
.....and buying useful things  
.....and buying beautiful things  
.....for her home  
.....1,000,000 Creative Women  
.....are on the subscription rolls  
.....of the ONE magazine in the U. S.  
.....devoted solely to CREATIVE things  
.....NEEDLECRAFT, the Magazine of HOME ARTS



# Oldsmobile Recognizes *these* *to every*



TO DESIGN  
PROGRESSIVELY



TO BUILD  
FAITHFULLY



TO SELL  
HONESTLY



TO SERVICE  
SINCERELY



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# Oldsmobile Responsibilities Every Owner

The ever-increasing owner loyalty for Oldsmobile may be traced directly to Oldsmobile's fair-minded attitude toward those who purchase Oldsmobile cars. For Oldsmobile does not rest content merely with building a good car. Oldsmobile goes farther—and assumes this four-fold responsibility to every Oldsmobile owner: to design progressively . . . to build faithfully . . . to sell honestly . . . to service sincerely.

To insure sound, progressive engineering, Oldsmobile has brought together a staff of engineers whose joy lies in accomplishment and whose ambition is to contribute some new advancement to Oldsmobile and, through Oldsmobile, some progress to modern motoring. Changes in Oldsmobile design are always made for the sake of progress—never for the sake of change alone. Back of these men are the complete facilities of their own fine engineering laboratories and the vast resources of the General Motors Research Laboratories and General Motors Proving Ground.

Oldsmobile principles of manufacture are expressed by the pledge that every Oldsmobile worker follows, from the highest executive to the newest shop employee . . . "Anything short of my best is not acceptable." Faithfulness of manufacture results from allegiance to this ideal . . . faithfulness that means not only fine quality of materials and exacting limits of

accuracy, but careful, precise workmanship and rigid inspection.

Oldsmobile firmly believes that absolute honesty in selling and in advertising is the only sure road to long-continued public favor. The public is thoroughly capable of judging both the quality and the value of a motor car. And the public has conferred upon Oldsmobile the highest reward of merit—constantly increasing buyer preference. Oldsmobile will not risk this priceless good-will by deviating, though it be ever so slightly, from the facts.

Oldsmobile has instituted a service policy that recognizes the equities, not only of Oldsmobile owners, but of Oldsmobile dealers as well. Oldsmobile backs up its dealers by accepting responsibilities which are commonly left to the dealer, because Oldsmobile's interest in every sale goes far beyond the time of purchase. This policy is made possible by Oldsmobile's quality, dependability, and fine performance. And it contributes largely to the loyalty and enthusiasm of the mounting thousands of Oldsmobile owners.

To design progressively. To build faithfully. To sell honestly. To service sincerely. Four great responsibilities—recognized by Oldsmobile and willingly assumed in order that every Oldsmobile owner shall be a friend of Oldsmobile.

**M O B I L E**  
N E R A L M O T O R S

# September Newspaper Lineage in Fifty-Eight Cities

In the fifty-eight cities listed below, fifty-three show gains in total volume of newspaper advertising during September, 1929, compared with September, 1928. The 194 newspapers here assembled carried 180,460,273 lines last month, 12,222,853 more than in September, 1928, an expansion of 7.3 per cent. Increases are shown by 159 of these papers, losses by 31, no comparison being made for four. The compilation is from figures obtained by this magazine and the statistical department of the New York Evening Post and the Advertising Record Company:

	1929	1928	Change
Atlanta	2,940,238	2,807,391	+132,847
Baltimore	4,191,682	3,856,268	+335,414
Birmingham	2,726,780	2,685,760	+41,020
Boston	5,660,960	5,307,008	+353,952
Bridgeport	2,251,026	1,890,528	+360,498
Buffalo	3,708,788	3,402,875	+305,913
Camden	1,608,232	1,837,224	-228,992
Cedar Rapids	827,186	708,175	+119,011
Chicago	7,772,505	7,326,474	+446,031
Cincinnati	3,615,112	3,310,348	+304,764
Cleveland	3,919,171	3,754,200	+164,971
Columbus	3,077,923	3,167,811	-89,888
Dayton	3,040,730	2,481,458	+559,272
Denver	2,192,695	1,822,336	+370,359
Des Moines	1,323,096	1,196,688	+126,408
Detroit	5,712,686	5,220,432	+492,254
Gary	871,040	835,309	+35,731
Gr'd. Rapids	1,974,980	1,912,008	+62,972
Hartford	2,704,483	2,466,753	+237,732
Houston	3,416,476	3,114,776	+301,700
Indianapolis	3,167,952	2,728,068	+439,884
Jacksonville	1,353,972	1,239,226	+114,746
Kan. City, Mo.	3,471,408	3,158,458	+312,950
Long Beach, Cal.	1,700,153	1,506,064	+194,089
Los Angeles	6,539,848	6,393,478	+146,370
Louisville	2,875,483	2,828,990	+46,493
Memphis	2,575,895	2,386,622	+189,273
Milwaukee	3,280,721	3,286,821	-6,100
Minneapolis	3,424,841	3,148,149	+276,692
New Bedford	1,121,766	717,641	+404,125
New Orleans	3,454,692	3,471,706	-17,014
New York	16,869,625	15,797,081	+1,072,544
Newark	1,751,743	1,747,885	+3,858
Oakland	2,390,402	2,257,248	+133,154
Okla. City	2,457,403	2,316,300	+141,103
Omaha	1,844,584	1,847,863	-3,279
Peoria	2,064,231	1,758,437	+305,794
Philadelphia	6,879,882	6,654,540	+225,342
Portl'd, Ore.	2,996,252	2,813,902	+182,350
Providence	2,998,866	2,758,614	+240,252
Reading	1,369,844	1,103,928	+265,916
Richmond	1,891,386	1,792,154	+99,232
Rochester	3,638,093	3,204,761	+433,332
St. Louis	4,480,740	4,105,060	+375,680
St. Paul	2,658,166	2,571,618	+86,548
Salt Lake City	2,159,122	2,057,818	+101,304
San Antonio	2,983,790	2,800,777	+183,013
San Francisco	2,299,103	2,466,067	-166,964
Scranton	2,080,834	1,986,194	+94,640
Seattle	3,051,115	2,843,987	+207,128
South Bend	1,964,805	1,574,722	+390,083
Spokane	2,283,970	2,199,193	+84,777
Lampa	988,834	979,048	+9,786
Toledo	2,013,075	1,764,773	+248,302
Topeka	1,088,654	1,095,556	-6,902
Trenton	951,694	887,838	+63,856
Tulsa	2,083,947	1,995,398	+88,549
Washington	4,515,924	4,104,616	+411,308
Wilkes-Barre	882,826	866,012	+16,814

Totals ..... 180,460,273 168,237,422 +12,222,853  
 \*San Francisco figures are in inches.

	1929	1928	Change
Journal	1,340,220	1,248,254	+91,966
Constitution	1,050,462	925,022	+125,440
Georgian & Amer	549,556	634,115	-84,559
Totals	2,940,238	2,807,391	+132,847
Sun	1,421,253	1,395,083	+26,170
*Eve. Sun	1,406,873	1,370,641	+36,232
American	211,921	196,359	+15,562
*News	776,959	594,510	+182,449
*Post	374,676	299,675	+75,001
Totals	4,191,682	3,856,268	+335,414
Age-Herald	724,486	718,480	+6,006
News	1,494,864	1,507,234	-12,390
*Post	507,430	460,026	+47,404
Totals	2,726,780	2,685,760	+41,020

	1929	1928	Change
Herald-Traveler	1,535,941	1,339,413	+196,528
Globe	1,402,634	1,386,073	+16,561
Post	1,223,287	1,154,351	+68,936
Record	155,662	132,879	+22,783
Am. & Sun. Adv.	648,639	650,162	-1,523
Transcript	696,797	644,130	+52,667
Totals	5,660,960	5,307,008	+353,952

	1929	1928	Change
Telegram	753,600	637,751	+115,849
Post	768,241	629,953	+138,288
Sunday Post	135,788	144,461	-8,673
Times-Star	491,110	390,452	+100,658
Sunday Herald	102,287	87,911	+14,376
Totals	2,251,026	1,890,528	+360,498

	1929	1928	Change
Courier-Express	1,065,260	923,844	+141,416
Times	1,135,039	1,120,297	+14,742
*News	1,508,489	1,358,734	+149,755
Totals	3,708,788	3,402,875	+305,913

	1929	1928	Change
Evening Courier	829,375	913,877	-84,504
Morning Post	778,859	923,347	-144,488
Totals	1,608,232	1,837,224	-228,992

	1929	1928	Change
Eve. Gaz. & Repub.	673,294	573,789	+99,505
Sun. Gaz. & Repub.	153,892	134,386	+19,506
Totals	827,186	708,175	+119,011

	1929	1928	Change
*Daily News	1,792,755	1,700,832	+91,923
Tribune	2,888,289	2,653,185	+235,104
Herald-Examiner	1,143,837	1,195,428	-51,591
*Post	356,118	348,801	+7,317
*American	1,211,682	1,183,872	+27,810
*Journal	244,356	.....	.....
*Daily Times	379,824	.....	.....
Totals	7,772,505	7,326,474	+446,031

	1929	1928	Change
*Post	812,882	697,920	+114,962
*Times-Star	1,293,824	1,145,704	+148,120
Enquirer	1,214,416	1,175,650	+38,766
Tribune	293,990	291,074	+2,916
Totals	3,615,112	3,310,348	+304,764

	1929	1928	Change
Plain Dealer	1,493,542	1,502,700	-9,158
News-Leader	955,136	961,650	-6,514
*Press	1,470,493	1,289,850	+180,643
Totals	3,919,171	3,754,200	+164,971

	1929	1928	Change
Dispatch	1,610,795	1,732,498	-121,705
Journal	539,548	557,051	-17,503
*Citizen	927,582	878,262	+49,320
Totals	3,077,923	3,167,811	-89,888

	1929	1928	Change
News	1,427,608	1,212,414	+215,194
*Herald	981,400	729,554	+251,846
Journal	631,722	539,490	+92,232
Totals	3,040,730	2,481,458	+559,272

	1929	1928	Change
News	694,592	631,277	+63,315
Post	1,498,103	1,191,059	+307,044
Totals	2,192,695	1,822,336	+370,359

	1929	1928	Change
Register	448,528	405,137	+43,391
*Tribune	874,568	791,551	+83,017
Totals	1,323,096	1,196,688	+126,408

	1929	1928	Change
News	2,857,638	2,628,024	+229,614
Times	1,307,488	1,268,848	+38,640
Free Press	1,344,182	1,323,560	+20,622
*Daily (tab.)	203,378	.....	.....
Totals	5,712,686	5,220,432	+492,254

	1929	1928	Change
Post-Tribune	871,040	835,309	+35,731
*Press	1,274,196	1,263,626	+10,570
*Herald	700,784	648,382	+52,402
Totals	1,974,980	1,912,008	+62,972

	1929	1928	Change
*Times	1,584,148	1,384,481	+199,667
Courant	1,120,483	1,028,272	+92,211
Totals	2,704,631	2,412,753	+291,878

	1929	1928	Change
Chronicle	1,475,810	1,238,958	+236,852
Post-Dispatch	1,255,842	1,237,446	+18,396
*Press	684,824	638,372	+46,452
Totals	3,416,476	3,114,776	+301,700

	1929	1928	Change
*News	1,508,256	1,318,407	+189,849
Star	1,087,956	976,959	+110,997
*Times	571,740	432,702	+139,038
Totals	3,167,952	2,728,068	+439,884

	1929	1928	Change
Florida Times-Union	861,835	821,900	+39,935
*Journal	492,137	417,326	+74,811
Totals	1,353,972	1,239,226	+114,746

	1929	1928	Change
Journal-Post (E. & S.)	643,653	690,175	-46,522
Star (E. & S.)	1,870,200	1,634,794	+235,406
*Star (M)	957,555	833,489	+124,066
Totals	3,471,408	3,158,458	+312,950

	1929	1928	Change
Press-Telegram	1,164,205	1,015,980	+148,225
Sun	535,948	490,084	+45,864
Totals	1,700,153	1,506,064	+194,089

	1929	1928	Change
Times	1,856,918	1,947,680	-90,762
Examiner	1,869,448	1,781,878	+87,570
*Express	767,900	723,632	+44,268
*Herald	1,363,558	1,292,088	+71,470
*Record	357,028	359,310	-2,282
News (tab)	324,996	288,890	+36,106
Totals	6,539,848	6,393,478	+146,370

	1929	1928	Change
Courier-Jour	1,202,541	1,166,824	+35,717
Herald-Post	754,247	714,722	+39,525
*Times	918,695	947,444	-28,749
Totals	2,875,483	2,828,990	+46,493

	1929	1928	Change
Comm. Appeal	1,226,771	1,178,205	+48,566
*Eve. Appeal	694,029	553,056	+140,973
*Press Scinitar	655,095	655,361	-266
Totals	2,575,895	2,386,622	+189,273

	1929	1928	Change
Journal	1,833,090	1,746,881	+86,209
Sentinel	588,535	603,147	-14,612
*Leader	157,696	246,633	-88,937
*Wis. News	701,400	642,160	+59,240
Totals	3,280,721	3,238,821	+41,900

	1929	1928	Change
Tribune	1,466,711	1,318,149	+148,562
Journal	1,354,295	1,290,772	+63,523
*Star	603,835	539,228	+64,607
Totals	3,424,841	3,148,149	+276,692

	1929	1928	Change
Times	609,108	298,414	+310,694
Standard	407,007	319,714	+87,293
Sunday Standard	105,641	99,513	+6,128
Totals	1,121,766	717,641	+404,125

	1929	1928	Change
Times-Picay	1,573,466	1,533,560	+39,906
Item	808,003	738,974	+69,029
States	628,101	623,902	+4,199
*Tribune	445,122	575,270	-130,148
Totals	3,454,692	3,471,706	-17,014

NEW YORK			
American	1,125,619	1,107,511	+ 18,104
Herald-Tribune	1,951,884	1,903,049	+ 48,835
Times	3,140,788	2,930,506	+210,282
World	1,345,575	1,328,205	+ 17,370
Mirror	233,320	123,382	+109,944
News	1,107,871	872,633	+235,238
Bronx Home News	529,841	485,861	+ 43,980





# YOUR LETTER AND YOUR BOOKLET OR CATALOG ARRIVE TOGETHER *when mailed in Du-Plex Envelopes*

**I**NTRODUCE your catalog to prospects with a sales letter that *accompanies* it. Make it possible to close while you have favorable attention. For every prospect who might wait for an "under separate cover" catalog, there are hundreds who decide to buy from a competitor or who change their minds. To insure immediate consideration of your catalog, your letter and catalog should always arrive *together* in a Du-Plex two-compartment envelope. Increased sales follow.

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## DU-PLEX TWO-COMPARTMENT ENVELOPES

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# Questionnaire Classifies Prospect, Then Sells Him

BY EDWARD MORSE

**F**OR a business with prospects hard to classify or difficult to ferret out the questionnaire letter may prove as effective a sales tool as it has for the Cooling Tower Company, New York manufacturers of water cooling equipment.

Of the total 20,000 industrial plants in this country, roughly 12,000 perform manufacturing operations that might possibly find a use for water cooling equipment. But if these are to use the types and sizes of equipment made by the Cooling Tower Company, their water requirements must fall within a certain gallonage per minute capacity and be tapped from only a few of the many resources of water, that is, well water, city water, river water, cooling tower and spray pond.

To ferret out prospects from this large field of 12,000 possible users for the twenty-two sales agents of the Cooling Tower Company, a fill-in questionnaire letter was addressed to the chief engineer of their plants. This letter asked him to answer questions about his gallonage per minute needs and source of his cooling water and return the letter in the enclosed envelope.

## Over 20 Per Cent Returns

Over 20 per cent of these letters were returned answered and one out of every four of them indicated conditions where products of the Cooling Tower Company could create a saving in plant operation.

On the basis of facts given by the chief engineer, the sales correspondent followed up with a letter to more than six hundred excellent prospects, showing how the product would fit their requirements and the savings it would make, calculated from the information the engineer had himself indicated as correct. Duplicate copies of this letter went to the nearest sales agent for follow up. The total cost of the mailing

was \$960, making the cost to secure each of the 600 prospects, only \$1.60.

A variation of the same idea was used by the Cork Import Corporation of New York which wanted to develop prospects for corks among wholesale druggists. Sent to 354 wholesale druggists, the questionnaire letter brought 81 replies, or 23 per cent return, and one order, even though the letter in no way gave prices or suggested an order.

As a result of this mailing questioning the druggists on the handling of certain staple lines and their yearly purchases of these lines, some names were dropped from the list, but a large majority were followed up by letter with prices, discounts and orders to be tackled immediately by the salesmen.

An alternative use of the questionnaire letter employing it not only to classify prospects through the information they give but also to put over a sales story on the product is the letter mailing of the Peerless Roll Leaf Company of New York, manufacturers of foils for hot stamping and embossing.

A letter devoting several paragraphs to selling talk and reference to sam-

ples enclosed with the letter and finally asking such intimate questions as when the next catalog was to be printed and the names and addresses of the three printers most likely to be called in on the job, brought a return of almost 10 per cent, or twelve letters answered from 102 sent to advertising managers of lighting fixture manufacturers.

Within a month's time, three of the twelve who answered were well underway to using the process of embossing on their next catalog with one other who promised it would be used on a 50,000 printing, so interested that he has requested three other advertising executives of the much larger industrial division of his company be sent full information on the embossing process.

Those twelve advertising managers who answered the letter were sent as leads to the nearest printer equipped with the embossing machinery of the Peerless Roll Leaf Company while the names of the printers supplied by the advertising manager were followed up using the advertiser's interest as a wedge to get attention to the follow-up letter and also to the benefits of using the process.

A. B. TAPPEN, M.E.  
President  
L. A. PHILLIPS, M.E.  
Vice-President & Treasurer  
J. H. TAYLOR  
Secretary  
B. H. COFFEY, M.E.  
Consulting Engineer

THE COOLING TOWER COMPANY, INC.

15 JOHN STREET · NEW YORK

Telephone  
CORtlandt 3-440-3441  
Cable Address  
COOLTOWCO  
(N. Y. C. 0208)

February 18, 1927.

San Antonio Water Supply Co.,  
San Antonio,  
Texas.

Attention of the Chief Engineer, please.

Gentlemen:-

Will you do us a favor?

We are making a survey of the uses of cooling water by the leading plants in your field and we shall appreciate it if you will check the following information and return it to us in the inclosed envelope.

1. We are using about \_\_\_\_\_ gallons of water per minute for cooling purposes.
2. We are using ( ) city water ( ) well water ( ) river water ( ) cooling tower ( ) spray pond.

Thanks for your assistance!

*Condensers on suction line 7000 gal per min available so we need no cooling tower.*

Very truly yours,  
W. H. Martin  
SAH:OD

THE COOLING TOWER CO., INC.

By: *E. H. Morse*

**Over 20 per cent of these letters to plant chief engineers were answered and one out of every four of them indicated conditions where products of the Cooling Tower Company could create a saving in plant operation.**



# Display Your Wares

The successful salesman displays his wares as he cries them. Displays alone, though silent, sell many goods. You come most nearly to an actual display of merchandise when you reproduce perfectly a believably convincing photograph of it. The process to be used is rotogravure.



**Kimberly-Clark Corporation**  
Manufacturers of Rotogravure, Hygiene, Pencil, and  
Saxophone—Perfect Papers for Rotogravure Printing



# Success *needs watching*..

Many a "has been" owes his failure to carelessness in his success. He overlooked irregularities in his business, grew careless about investments and—success faded.... Rotogravure is successful. Each year sees greater rotogravure lineage in newspapers and sees a greater volume of advertising literature printed by this process that reproduces pictures perfectly. Let us watch—and maintain the success of this medium.... In the Kimberly-Clark mills, where America's rotogravure paper was developed, there is just as much care exercised, just as precise scientific supervision employed, just as much concern felt about maintaining—and improving—the quality of the papers as was shown in the days of development.... For the advertiser there is the responsibility of furnishing just as good—or better—art copy today as he furnished in the days when he was trying out rotogravure.... For the printer—of booklet, folder or rotogravure section—there is the duty of watching constantly the quality of his printing and of making sure that, for each purpose, he has a rotogravure paper that insures the most satisfactory results. There is a Kimberly-Clark paper made for every rotogravure printing purpose.... Let us continue vigilant in rotogravure's success.

**Kimberly**  
**Clark Corporation**

Established 1872

**NEENAH, WIS.**

**NEW YORK**  
122 East 42nd St.

**CHICAGO**  
208 S. La Salle St.

**LOS ANGELES**  
510 West 6th St.



## Burlesque Contest Sets New Sales Record During Slump Season

**A**BURLESQUE contest, in which the only "prize" offered was a package of cigarettes, boosted the Champion Company's sales to a new high peak during the slump season. Every salesman, in his effort to win the "valuable prize," bested his own record for the previous year during the contest period and sales showed a steady increase during each of the five weeks of the contest.

The contest was announced by Charles M. Anderson, sales director of the Champion Company, of Springfield, Ohio, in a mimeographed bulletin headed "Anderson's Contest." "Sign 'Em Up" was the caption of a rough sketch, showing a salesman hard at work. The rules of the contest, its opening date, August 26, and its closing date, October 1, were outlined simply in the bulletin.

### Breezy Bulletins to Salesmen

"This contest will be decided upon gross business and gross business only. . . . That's all there is, there ain't no more. . . . 'Anderson's Grand Prize' will consist of one genuine, imported package of gold-tipped Pall Mall cigarettes, selling on the market at 25 cents, no more, no less. They are offered with the compliments of myself and nobody else. . . . It is my contest."

The bulletin also contained a purported testimonial from Cy Perkins, of Sevierville, Tennessee, to the effect that Pall Malls steadied his nerves so that he hadn't missed a spittoon since beginning to use them.

Salesmen immediately caught the spirit of the contest and began writing in to Mr. Anderson their intentions of walking off with the grand prize.

The second bulletin announced that Mr. Anderson was unable to purchase gold-tipped Pall Malls, but that he had locked in the vault a package of cork-tipped, waiting for the winner.

"If there are any who object, I will offer, in addition, one nickel, five cents, as additional incentive, to compensate for anybody's disappointment at not receiving gold-tipped," Mr. Anderson declared.

Salesmen's contributions to the contest were also in this bulletin, one having written of his mortification at not having a Pall Mall to offer Miss Gotrocks and of the date he had made with her for the day after the contest closed.

Consternation reigned among salesmen when a letter sent under the signature of the treasurer stated that the company would in no way be responsible for the presentation of the prize. This brought forth more letters from the salesmen, declaring their faith in their sales director.

Each week of the contest was called a "spasm," and the winner of each announced in a bulletin. The winner of the first week wrote that he had an empty Pall Mall package, an heirloom from his great-grandfather, the Shah of Afghanistan, and in this he proposed to put the cigarettes which he was going to win.

Mr. Anderson answered the company's letter in this bulletin, saying he had the cigarettes under lock and key and that "There are those in this office that covet them."

One salesman declared, after receiving the company letter, that if Anderson didn't come across with the prize, he was coming to Springfield and "get that race-hoss suit you wear."

A "confidential letter" from another officer of the company was sent to salesmen, stating that this officer was not at all sure that Mr. Anderson intended to make good on the grand prize, and the contest was certain to flop.

### Sales Show Response

Mr. Anderson retaliated in his next bulletin by stating that sales for the first week of the contest were better than those in 1928 by \$1,671 and that the second week of the contest brought \$5,580 more in sales than the same week the year before.

The winner of the third spasm outlined his rise to fame in this bulletin, declaring he intended to climax his rise by winning the grand prize.

More opposition was countenanced by the sales director at the refusal of one of the office girls to make a royal purple pillow with gold tassels on which the prize was to repose. The cashier also wrote salesmen, saying that, according to his books, Mr. Anderson would never be able to buy the grand prize.

The final bulletin, issued October 1, was headed by a large sketch of Mr. Anderson presenting the grand prize to the winner, an Iowa salesman. It gave Mr. Anderson's speech on the occasion, telegrams of congratulation to the winner from present-day notables, and the winner's speech.

Mr. Anderson also announced the

outcome of the contest, saying that sales for the period had shown an appreciable increase over the volume for the same period in 1928.

"It was one of the most satisfactory contests ever staged, and, above all things, we had more fun out of it than we ever did out of any contest," Mr. Anderson said. "This came at a period of the year when our sales are ordinarily slow and the men were kept feeling good in the face of repeated 'No's' from customers."

## Richmond Radio Dealers Join in Cooperative Merchandising Campaign

Manufacturers who have been seeking methods for increasing the efficiency of retailers will be interested in a cooperative program of advertising and merchandising which has brought increased sales for seven radio dealers in Richmond, Virginia.

Their largest cooperative advertising effort takes place when a new set is introduced by the Radio-Victor Corporation of America for which they are dealers. On this occasion, they tie-in with the regular R.C.A. advertising in local newspapers. They, however, advertise individually whenever they choose.

In radio advertising, they also cooperate, using a local station for programs at regular intervals. When outdoor advertising is used, each dealer maintains his boards, but all are used simultaneously.

These dealers spend 5 per cent of their annual radio sales volume on advertising, which includes newspapers, outdoor media, direct mail, and, in each case, the R.C.A. Nickel-a-Day window display. Merchandising and advertising plans are formulated at monthly meetings, where each discusses his particular problems and offers suggestions. Expert technicians are also employed by the group to instruct their service men.

All of the dealers handle other lines, as well as radio. They handle such widely varying lines as motor service, furniture, musical goods, electrical specialties, and electrical contracting.

## No Mergers for Wanamaker

"No, we don't go in for mergers," announced John Wanamaker, New York department store, in a three-column newspaper advertisement this week, taking a gentle "crack" at the merging inclinations of some of its competitors. "We might be able to pick up a store or two cheap," Wanamaker admits, "but we'd rather find a carload of electric refrigerators—or pianos—or a case of handkerchiefs . . . that we could pass on to you."



## Hershey, Kraft-Phenix and Colgate to Form \$125,000,000 Combine

A holding company to control the Hershey Chocolate Corporation, Kraft-Phenix Cheese Corporation and Colgate-Palmolive-Peet Company is expected to be organized in the next few days by the National City Bank, which recently acquired control of Hershey. The purpose of the new affiliation, involving assets of \$125,000,000 and an aggregate annual sales volume of between \$150,000,000 and \$175,000,000, is to effect economies in distribution—each member retaining its identity, executive direction and production facilities.

The name of the new combine, it is said, will be International Quality Products Corporation. Several other important companies are expected to be added. Charles S. Pearce, president of Colgate-Palmolive-Peet, will be president.

In many respects the new organization will be similar to Standard Brands, Inc., recently organized by J. P. Morgan & Company to take over the Fleischmann Company, Royal Baking Powder Company and Chase & Sanborn, in which the Fleischmann delivery and warehouse system has become the distribution backbone of the entire organization. Kraft-Phenix is expected to function in a similar capacity with the new National City combine.

In some respects, however, it will be more far-reaching than Standard Brands—extending not only to grocery stores but to drug stores, through its affiliation with Colgate-Palmolive-Peet. One of the results of the new organization is expected to be the "conversion" of the Hershey corporation as a national advertiser. Although established thirty-six years ago, by Milton S. Hershey, and having sold its chocolate bars and cocoa on a nation-wide basis through drug, grocery and other outlets for a number of years, Hershey has never been a national advertiser.

The products of Kraft-Phenix and Colgate-Palmolive-Peet have been much more aggressively promoted. Colgate-Palmolive-Peet Company was established a year ago last July through the merger of the 121-year-old Colgate Company with the Palmolive-Peet Company. Until that time the Colgate Company had remained in the control of the Colgate family. That family is still active in the new organization, with S. M. Colgate as chairman. Among the twenty directors of the company appear the names

of six Colgates—two of whom are also vice-presidents.

Kraft-Phenix has also been largely a "family" organization. Founded as Kraft Brothers in 1902, it was incorporated in Illinois last November as the Kraft-Phenix Cheese Corporation. J. L. Kraft is chairman and two other members of the Kraft family, vice-presidents. Among its fourteen directors appear the names of four Krafts. Until recently the Hershey Chocolate Corporation has been even more of a "family affair." It was not incorporated until two years ago, upon the retirement of Milton S. Hershey, its founder, from active direction of the company's affairs. Mr. Hershey remains as chairman, with his son, E. F. Hershey, treasurer.

Colgate - Palmolive - Peet Company manufactures a wide variety of soaps and toilet articles sold under the names Colgate's, Palmolive, Peet's, Octagon, Cashmere Bouquet and Lux. Maintaining seven factories and forty warehouses in various cities of the United States, it sells its products throughout the world.

The activities of the Kraft-Phenix Cheese Corporation are no less extensive. The company now has controlling interests in some twenty subsidiaries in the dairy product, ice cream and cold storage fields—among which are the Kraft-Phenix Companies of Cuba, Canada, England, Germany and Australia.

The Hershey business is confined wholly to chocolate products. Unlike the others, it has acquired no other companies and has remained closely controlled. The bulk of their sales is in the United States.

### To Hold Conference on Postal Revision

To obtain from large users of the mails their advice in regard to certain postal laws which are "considered burdensome," Postmaster - General Brown has invited representatives of various organizations to participate in a conference at his department in Washington, November 11-13.

### New Chain Belt Office

The Chain Belt Company, Milwaukee, has opened a New England district office in the Park Square Building, Boston, under the direction of J. K. Merwin, who has been with the company in the Milwaukee and Cleveland offices for the past five years.



E. E. Shumaker

### R.C.A.-Victor Unit to Handle Sales

Taking over the radio research and manufacturing functions of the Radio Corporation of America, the General Electric Company and the Westinghouse Electric & Manufacturing Company, and the marketing functions of the Radio-Victor Corporation of America, R. C. A.-Victor Corporation was launched this week.

Manufacturing and research headquarters will be at the Victor plant in Camden, New Jersey; executive and sales headquarters in New York City. E. E. Shumaker, president of the Victor Talking Machine Company, prior to its merger with Radio Corporation last March, will be president of the new company. J. L. Ray, who has been president of Radio-Victor and who was vice-president in charge of sales of Radio Corporation at the time of the Victor merger, will be vice-president in charge of sales.

Distribution will continue as at present, through jobbers—the R. C. A. and Victor jobber and dealer organizations remaining distinct.

As a result of the establishment of the new organization, officials explained, Radio Corporation for the first time will "manufacture our own apparatus independent of the General Electric and Westinghouse companies. These two organizations have in the past received 20 per cent on each Radiola set sold. This has been a great handicap in competing with independent set builders."

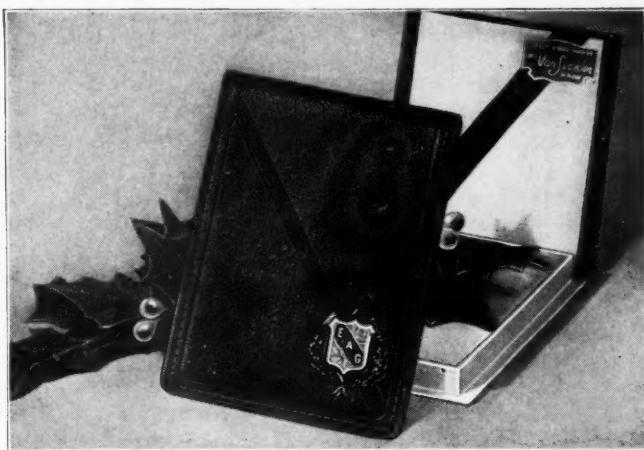
R. C. A. will own 50 per cent of the stock in the Radio-Victor Corporation. General Electric, 30 per cent and Westinghouse, 20 per cent.





# PERSONALIZE your Christmas Giving . . . .

CREST-CRAFT  
WALLETS  
... appropriate  
... exclusive



**T**WO virtues are needed to give spirit to a gift—*appropriateness and exclusiveness.*

New small money makes the Wallet an appropriate gift. The individuality of a monogram makes it an exclusive gift.

This happy combination, however, can be found only in the Crest-craft line. An attractively designed 24 carat gold-plated crest is mounted on each of these Wallets. Black enameled, nickel silver letters, fraternal emblems, or other personal insignia are cemented in the recessed spaces of the crest. The process is simple and quickly done . . . and the result is a permanent, intimate monogram. You would appreciate this distinctive touch, this personal thought—so will the men on your list!

Fine leathers are worked by veteran craftsmen to make the Crest-craft line. It has quality. Yet prices are low—from \$1 to \$6. Included in the line are "Jack Junior," a hip fold designed solely for the new small money;

"Ambassador," large enough for old bills and business cards; "Aristocrat," with special compartments for lodge and identification cards, "Piccadilly," an English coat type wallet with special features; and "Executive," carrying a memorandum pad, with room for check book, letters, money, pass cards, etc. Each style is made in many leathers and key cases and cigar lighters, also monogrammed, may be had to match any Wallet.

Each Wallet you order can be monogrammed in a distinctive, personal manner. Furnish us a list and we will mount the initials for you. If you prefer, you may do the mounting yourself, for which we will send you a complete allotment of letters and insignia. You may return the surplus after Christmas.

Be timely . . . give the Wallet—and *personalize* your gifts by giving Crest-craft! Write for details on the Crest-craft line *now*. The Van Sicklen Corporation, 330 Bluff City Blvd., Elgin, Illinois.

## CREST - CRAFT WALLETS

BY

*Van Sicklen*  
OF ELGIN



## New Warehouse System Moves Nachman Closer to Consumer

Primarily to obtain closer contact with customers for their salesmen, the Nachman Spring Filled Corporation, manufacturers of spring units for automotive, furniture and mattress industries, Chicago, has launched a warehouse distribution program.

The program, Blaisdell Gates, sales manager, explained to SALES MANAGEMENT, "is the result of the purchase last spring by his company of the Kay Manufacturing Company of Brooklyn. Until the merger, Kay, the largest competitor of Nachman in its field, had been using warehouses for the distribution of upholstery supplies on both the East and West coast, having had warehouses at Boston, Philadelphia, Baltimore, San Francisco and Los Angeles.

"A short time later," Mr. Gates continued, "purchase was also made of another competitor in the South, the Southern Spring Manufacturing Company of High Point, North Carolina. The factory was moved to Norfolk, where a large Nachman plant is now in operation, and warehouses established at High Point, Atlanta and Fort Smith, Arkansas.

"On the West coast a new warehouse was established at Tacoma and the Kay warehouse at Los Angeles incorporated into the Nachman factory at Los Angeles.

"In the Central Division a warehouse was first established at Grand Rapids in connection with the Nachman factory there, previously the National Marshall Spring Corporation, and new warehouses established at Cleveland, Buffalo and Indianapolis.

"Nachman distribution of upholstery supplies has never been done to a great extent through jobbers, although the jobber has to a certain extent figured in the picture. Nachman (as well as Kay and Southern) supplied the smaller upholsterer and mattress manufacturer through jobbers—dealing direct through traveling salesmen with the larger upholsterers and independent mattress manufacturers.

"The warehouse distribution plan is the first direct result of economies in manufacturing which the Nachman corporation finds resulting from the possession of five factories. Our sales force has been enlarged from a total of six a year ago to a present total of approximately forty. Each warehouse possesses a salesman in charge of the warehouse territory and constantly traveling over it, also an assistant located at the warehouse at all

times to attend to stock records, warehouse stock and handling the routine work.

"Establishment of the warehouse control division is now in process at Chicago, with M. A. Goldsmith, former chief factory inspector, in charge. This department will keep a record of all warehouse stock and arrange for carload shipments from the most advantageous branch factory—thus eliminating the necessity of warehouse salesmen keeping their own stock for the plant and allowing them to devote their entire efforts to more intensive selling.

"It is of interest to note," Mr. Gates went on, "that the estimated cost of warehousing, including city deliveries (excluding freight), is approximately 3 per cent on the merchandise handled. The difference between the carload freight and the less than carload freight in a majority of cases approximately offsets this extra 3 per cent.

"In other words, the customer previously purchasing spring units f. o. b. Chicago, and paying the local freight, can generally, for the same price as the material cost him laid down, purchase the units from his nearest warehouse (carload freight plus 3 per cent on the products being approximately equal to the l. c. l. freight).

"The main advantage that our corporation expects from the warehousing distribution plan is a closer contact with customers on the part of salesmen.

"Previously, a Nachman salesman called on customers at intervals of eight to ten weeks. Under the present set-up, no customer remains uncalled on for more than two weeks and many of them are called on every week or oftener.

"In addition, it is easier to reach the nearest warehouse by direct telephone at any time, with the result that service to the customer is very greatly enhanced.

"Nachman officers estimate that the warehouse distribution program will result in a direct increase in volume of approximately 10 per cent over an otherwise estimated increase expected for the coming year."

### Byrne Heads Hudson Service

H. F. Byrne has been made service manager of the Hudson Motor Car Company—directing service operations of the 6,000 Hudson and Essex dealers. He has been in that department for four years.



Harlow H. Curtice

### A. C. Spark Plug Names H. H. Curtice President

Harlow H. Curtice has been elected president and general manager of the A. C. Spark Plug Company—succeeding Basil W. de Guichard, who resigned recently on account of ill health.

Mr. Curtice, formerly vice-president and assistant general manager, is only thirty-six years old. He joined the company sixteen years ago, and became comptroller when he was twenty-one.

### Deterding Will Address Petroleum Conference

Sir Henri Deterding, managing director of the Royal Dutch-Shell Oil Company, will come to the United States to address the American Petroleum Institute's annual meeting in Chicago, December 3-5. His subject will be "Common Sense in the Oil Industry." At a meeting of the directors of the institute last March, steps were taken to meet overproduction in the industry. Sir Henri pledged the cooperation of the Royal Dutch-Shell interests to such a plan, but the plan was never put into effect, as the Federal Oil Conservation Board found itself to be without power to approve it.

The Federal Farm Board has created the National Live Stock Marketing Association, a \$1,000,000 farmers' cooperative live stock market corporation. Similar organizations are already under way for fruit and vegetables, grain and wool and mohair.



# Traveling Expenses Drop

## *when you equip your men with movies*

Ciné-Selling enables your men to get the business with fewer costly follow-up calls. Movies present the complete buying picture of your line during the first interview. Write for details of Ciné-Selling.

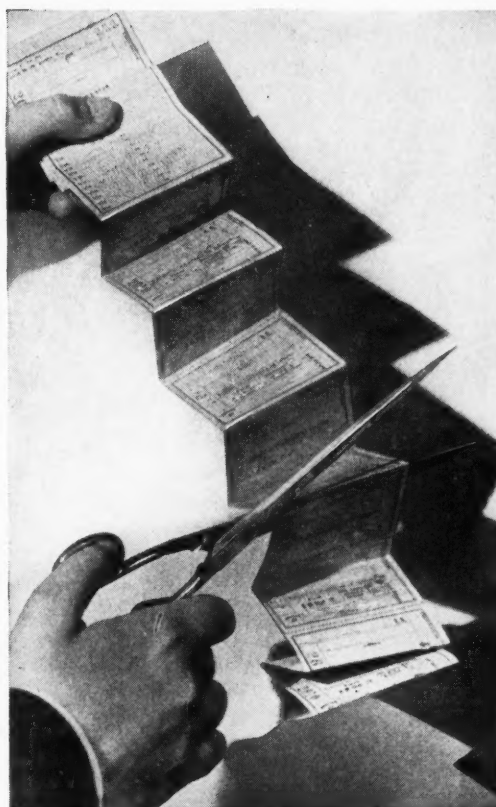
"BUYER seemed to like our line and asked me to call on my next trip around" . . . "Purchasing agent wants more time to think over proposition, so I'll call back next week" . . . so many times these remarks show up on salesmen's reports.

Sometimes alibis, more often the expressions of men who refuse to take "No" for an answer, these reasons for not getting the order *always* represent items of traveling expense . . . and mighty costly items at that.

Yet much of this expense can be wiped out.

"Easy to say," you are thinking, perhaps, "but you'll certainly have to show me."

Good! Let us suppose that all of your salesmen had the confident manner, the knowledge of the product and the tricks of showmanship that your star man commands. They would then present the *complete* picture of your line . . . the



buying picture that turns prospects into customers. They would write in their reports "order attached" more often than "will call again."

In a few short months you can bring about this change.

Transform the "star's" story of your line into a movie. Equip every man with film and portable projector. Let prospects learn your product, inside and out. Let their eyes convince their brains that they should buy. Then, watch your sales go up and selling expenses go down.

*That's the opportunity Ciné-Selling offers any salesmanager. He can secure for his men an audience that is responsive to his line's every advantage.*

### TO SALES EXECUTIVES:

*Skilled Specialists Produce Picture Stories of Any Product*

Experienced producers (names on request) now specialize in making films for Ciné-Selling. They transform your data into an interesting and convincing

film. Then, with the Business Kodascope, your salesman carries the film presentation right to the prospect's desk.

This ingenious projector shows brilliantly clear pictures on its built-in screen. Your man pulls down no shades and moves no furniture. He's ready one minute after entering the office.

Business Kodascope is for 16 mm. films (usually reduced from 35 mm. originals) and shows a bright, clear picture to one person or to a group. Embodies every feature that the salesman wants. Yet the price is but \$90.

Let us send you complete details about this latest device and what motion pictures can do for your sales. Mail the coupon today.

### SEND COUPON FOR FACTS ABOUT CINÉ-SELLING

If you have—

A merchandising program to present;

A service to offer;

A product that can't be demonstrated in an office;

A mechanism with hidden merits;

A statistical story;

Distributors to instruct;

Or anything to sell that requires an explanation as to its appearance, construction or use.

EASTMAN KODAK COMPANY, Rochester, N. Y.  
Please send me, "The Way to Greater Profits—Ciné-Selling"

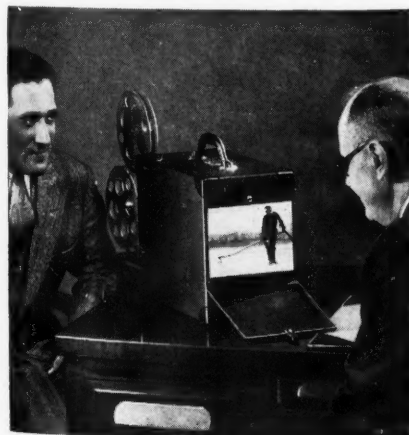
Name .....

Title .....

Firm .....

SM—Nov. 2

Address .....



# The Eastman BUSINESS KODASCOPE



## A. B. C. Cuts Bulk From "Net Paid"; Re-elect All Officers

Elimination of any bulk circulation under the heading of "net paid" circulation in the newspaper and farm paper forms, segregation of association subscriptions into "compulsory" and "voluntary" groups, and the re-election of all officers, headed by P. L. Thomson of the Western Electric Company, were the principal business accomplished by the Audit Bureau of Circulations at their annual meeting in Chicago last week.

The third resolution recommended to the board of directors that the "spirit of the present publicity rules be maintained, but with clear interpretation and better provision for their enforcement."

The bulk circulation resolution urged the board to "revise the rules and definitions of the bureau in such a way as not to include any bulk circulation, under the heading of 'net paid circulation,' in the newspaper and farm paper forms, and that the figures and explanation of bulk sales shall be set forth in the bureau reports separate and apart from the net paid circulation and separate and apart from free distribution."

The resolution on association subscriptions would revise the rules so that "those subscriptions which are compulsory upon members of an association shall be segregated from those subscriptions which are voluntary, and that complete information with regard to association memberships shall be given in all paragraphs containing detailed analysis of circulation."

Other officers re-elected were F. R. Davis, General Electric Company, vice-president; S. R. Latshaw, Butterick Publishing Company, second vice-president; David B. Plum, *Troy Record*, third vice-president; Ernest I. Mitchell, Mitchell-Faust Advertising Company, secretary; and E. R. Shaw, *Power Plant Engineering*, treasurer.

## Canada Dry Introduces New Orange Beverage

Canada Dry Ginger Ale, Inc., through its subsidiary, G. B. Seely's Son, Inc., has just introduced in New York a new product called Seely's Sparkling Orange, which is being tested out in key stores. The beverage is put up in quart bottles to determine whether customers buying it will, without outside influence, take to it and return for more.



Nathan Chirelstein

## Chirelstein, 30, Heads \$16,000,000 Radio Firm

Nathan Chirelstein, formerly head of the Sonatron Tube Corporation, merged recently with the Magnatron, Marathon and Televocal businesses, has become president of the combine—the National Union Radio Corporation—a \$16,000,000 organization. Mr. Chirelstein, who is only thirty years old, has been in the radio business for the past seven years.

## Photographers Plan \$2,000,000 Budget

Plans to extend their national and local advertising program for an additional four years beginning the middle of 1930 were made by the National Council of the Photographers' Association of America at the meeting in Chicago the other day. For the last four years the association has spent \$2,000,000 in advertising, and it is expected that the appropriation for 1930-1934 will be at least as large, with "perhaps more for media."

The appropriation covers advertising in national magazines and supplies photographers with a service for use in local newspapers and in direct-mail advertising.

## Brooklyn Eagle in Films

The story of the *Brooklyn Daily Eagle* will be told in a motion picture now being produced by Visugraphic Pictures, Inc., New York. The *Eagle* is a member of the Gannett group of newspapers.

## 140 Variety Stores in Consolidation; \$24,000,000 Sales

The F. & W. Grand 5-10-25-Cent Stores, Inc., and Isaac Silver & Brothers, Inc., two of the largest chain store systems in the United States specializing in variety merchandise from five cents to one dollar, were consolidated this week.

A holding company has been incorporated to be known as the F. & W. Grand-Silver Stores, Inc., and to control the operations of 140 stores, doing a gross business of \$24,000,000 annually. Of the 140 stores, ninety-four were formerly controlled by F. & W. Grand, and forty-six by Isaac Silver & Brothers. In 1928 the stores did a gross business of \$23,700,000. The management of the new company will continue in the hands of the executives of the present operating companies. Adolph F. Stone, president of the Grand stores, will be chairman of the new company; Harold F. Stone, for five years executive vice-president of F. & W. Grand, will be president; and Isaac Silver, president of Isaac Silver & Brothers, chairman of the executive committee.

## New Seat Covering

F. Schumacher & Company, New York, will introduce at the Chicago automobile salon, November 9, a new type of seating covering and headlining material known as Nuera fabrics. The fabric, created in collaboration with the Dupont Rayon Company, will be shown on the Ruxton car.

## Seven Executives to Pick Best Business Books

Business Libraries, Inc., a new book club, "designed to cover the entire field of business literature," has been launched at New York. William H. Spencer, dean of the School of Commerce and Administration at the University of Chicago, is chairman of the board of judges which will select each month the most outstanding business book. The others are Frederick M. Feiker, Associated Business Papers; Albert E. Haase, Association of National Advertisers; Henry Bruere, Bowery Savings Bank, New York; John Moody, Moody's Investors Service; Harlow S. Person, Taylor Society for the Promotion of the Art and Science of Management; and Prof. William Z. Ripley, Harvard University.

# SALES COSTS

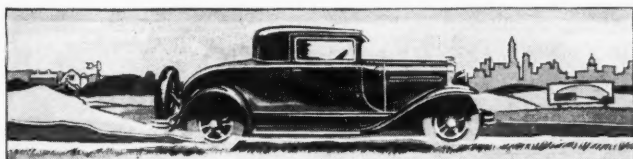
*drop*

when you turn "expense time"  
into "income time"

**L**IKE thousands of other executives, you are constantly seeking ways to cut sales and distribution costs. But has it ever occurred to you that to an important extent, this is a question of how your salesman's time is used—a problem of turning his "expense time" into "income time"?

Think of sales costs in these terms and you'll see how important it is to reduce "expense time" or the hours consumed by the salesman in getting from one customer to another. For that means a big increase in the "income time" he spends face to face with those who buy your product. And here is where the selection of the *right* automobile comes in for serious consideration.

Recognizing this, hundreds of executives have turned to Pontiac Sixes. For experience has



taught them that the salesman who travels in a Pontiac has the kind of fast, reliable and economical transportation that turns "expense time" into "income time."

Thousands of salesmen have themselves testified to Pontiac's outstanding performance and dependability. Companies, too, testify to Pontiac's outstanding economy for business purposes. One manufacturer using a fleet of thirty-six Pontiacs shows a saving of \$5383.33 in repair costs alone—another public utilities company showed Pontiacs to be operating for over one cent a mile less than all other sixes—still another food products company, by the adoption of Pontiac, cut transportation expenses \$21,760 in one year alone.

Let us tell you about the important new features of advanced engineering design which make today's Pontiac Big Six still more reliable, longer



lived and more economical than ever. A letter to the Fleet Department at the factory will bring you complete information. We will also furnish our Fleet Owners' Plan and the Fleet Executives' Book, "Experiences of Various Companies in Handling Automobiles with Salesmen," which every sales executive and fleet owner will find to be worth his careful attention.

*Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Mich., plus delivery charges. Bumpers, spring covers and Lovejoy shock absorbers regular equipment at slight extra cost. General Motors Time Payment Plan available at minimum rate.*

*Consider the delivered price as well as the list (f. o. b.) price when comparing automobile values . . . Oakland-Pontiac delivered prices include only authorized charges for freight and delivery and the charge for any additional accessories or financing desired.*

OAKLAND MOTOR CAR CO., PONTIAC, MICH.

**PONTIAC**  
**BIG SIX \$745**  
PRODUCT OF GENERAL MOTORS

AND UP



## Sales Executives Plan St. Louis Meeting; Francis to Talk

A third annual One-Day Sales Executives' Conference will be held under the auspices of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, at the Hotel Jefferson, there, November 22. Frank M. See is chairman of the committee on arrangements.

The theme is "Successful Sales Practices"—subdivided into four topics: "Changing Sales Methods," "Successful Sales Plans," "Supervising Salesmen" and "How to Help the Salesman Help the Buyer Buy."

The speakers are Clarence J. Francis, president of General Foods Sales Corporation, New York; Dr. G. W. Dyer, of Nashville, Tennessee, editor of *Southern Agriculturist*; A. C. Mayer, manager of merchandising service, refrigeration department, General Electric Company, Cleveland, and H. A. McAllister, of McAllister Service, Cleveland Heights, Ohio.

## Campbell-Ewald Company Opens in Australia

Campbell-Ewald Company, advertising agency, has gone into the Australian field, with the acquisition of the Fox Advertising Service of Sydney. The new company will be called Campbell-Ewald (Australia), Ltd.

One of the purposes of the new organization, explained H. T. Ewald, president of Campbell-Ewald Company, is to "promote the sale of Australian and New Zealand products abroad, particularly in Canada and the United States, and also to offer a medium of service for the sale of Canadian and United States products in the two far-flung dominions of the British Empire."

Sir Mark Sheldon, Australian financier and business man, will be chairman of the board of the new company.

## U. S. Chamber Vetoes Calendar Reform

Proposals for calendar reform failed to receive the necessary two-thirds majority vote in a nation-wide referendum of business organizations included in the membership of the Chamber of Commerce of the United States. The three proposals put forward received a majority of the votes cast, but since the national chamber can be committed only by a two-thirds majority no decision was reached.

## Grocery Industry to Act on Unfair Practices

Voluntary action by various members of the grocery trade to eliminate unfair practices, is expected to be taken at the second annual grocery trade conference at Washington, November 8. Members of the Federal Trade commission will be present.

Six major grocery associations—American Wholesale Grocers' Association, Associated Grocery Manufacturers of America, National Association of Chain Stores (Grocery Store Group), National Food Brokers' Association, National Association of Retail Grocers and National Wholesale Grocers' Association—will take part.

## Montgomery Ward Merger With Hartman Is Off

Martin L. Straus, president of the Hartman Corporation, furniture chain, Chicago, said this week that the proposal that his company be merged with Montgomery Ward & Company appeared to have no chance of receiving the approval of the stockholders. "Insufficient proxies in favor of the transaction have been received to date," Mr. Straus explained.



G. D. Crain, Jr., publisher of *Class & Industrial Marketing*, *Hospital Management* and *Crain's Market Data Book*, Chicago, who was elected president of the National Conference of Business Paper Editors at its meeting there last week.

## Account Changes

PEERLESS MOTOR CAR CORPORATION, Cleveland, to Homer McKee Company, Chicago.

WEST ELECTRIC HAIR CURLER CORPORATION, Philadelphia, to Geare, Marston & Pilling, Inc., there.

MAY OIL BURNER CORPORATION, Baltimore, Quiet May oil burners, to United Advertising Agency, Inc., New York City.

BAXTER-LANE PAPER CORPORATION, New York City, distributors of Gator-Hide mulch paper, to W. I. Tracy, Inc., there.

GULF STATES STEEL COMPANY, Birmingham, Alabama, to Johnson-Dallis Company, Atlanta.

RAYMOND CHEMICAL COMPANY, Detroit; TYRRELL PRODUCTS COMPANY, Martins Ferry, Ohio; and W. B. GATES, INC., Chicago (financial account) to Brinkerhoff, Inc., Chicago. Newspapers for the latter.

LLOYD MANUFACTURING COMPANY, Menominee, Michigan, Lloyd Loom products (furniture, carriages, baskets), to Roche Advertising Company, Chicago.

FILTRINE MANUFACTURING COMPANY, Brooklyn, New York, K-System filters and coolers and Filtrine coolers for electric refrigeration, to Lowitz & Whiteley, Inc., New York City. Trade papers.

J. M. NASH COMPANY, Milwaukee, wood-working machinery, to Cramer-Krasselt Company, there. Trade publications and direct mail.

WILLIAM B. BAUMGARTEN & COMPANY, INC., New York City, interior decorators, to Frank Presbrey Company, of that city.

YORK ICE MACHINERY COMPANY, York, Pennsylvania, to Kenyon & Eckhardt, Inc., New York City.

GEORGE BAKER & SONS, INC., Brockton, Massachusetts, to Badger and Browning, Inc., Boston.

CRYSTAL OIL BURNER CORPORATION, Newark, to Wales Advertising Company, Inc., New York City. Magazines, newspapers and outdoor.

## Trade Paper Joins U. P.

*Air Transportation*, New York, this week became the first trade publication to join the United Press Association, serving some 1,000 newspapers in various parts of the world.

## Van Horn Opens in Chicago

Van Horn Tube Company has opened an office and warehouse at 108 West Lake Street, Chicago.



# QUICK SUCCESS

Probably no newspaper merger in years has won such immediate and generous approval as the recent consolidation of The San Francisco Call and Bulletin.

THE CALL-BULLETIN is setting *circulation* records never before achieved in the Northern California evening field. And here's the *advertising* story:

## SEPTEMBER, 1929 compared with September, 1928

	% gain
Local . . . . .	39.2
National . . . . .	29.0
Automotive . . . . .	44.1
Financial . . . . .	105.0
Legal . . . . .	100.0
Classified . . . . .	50.4
<i>Total</i> . . . . .	<i>39.8</i>

Keen merchandisers are riding the wave of popularity with the new CALL-BULLETIN. They are getting increased coverage and greater results—at lower cost.

## *The* CALL-BULLETIN

SAN FRANCISCO'S LEADING EVENING NEWSPAPER

*For Rates and Detailed Information, See Nearest Representative*

**NEW YORK**  
Herbert W. Moloney  
342 Madison Ave.

**CHICAGO**  
John H. Lederer  
326 W. Madison St.

**DETROIT**  
R. M. Miller  
5-117 Gen. Motors Bldg.

**LOS ANGELES**  
Karl J. Shull  
Transportation Bldg.

Greatest Evening Circulation (by *Thousands*) in Northern California



**Gossip**

SHERMAN K. ELLIS, formerly vice-president of Erwin, Wasey & Company, New York, and at one time in charge of Pacific Coast offices of the J. Walter Thompson Company, has joined Doremus & Company as Pacific Coast director. He will have charge of both the Los Angeles and San Francisco offices, dividing his time between them. ROBERT GILLMORE will continue as manager at Los Angeles and HENRY W. GRADY, San Francisco. . . . A. EVAN GWYNNE has joined Kenyon and Eckhardt, Inc., advertising agency of New York. He has been an assistant account representative with the New York office of Batten, Barton, Durstine & Osborn, Inc. . . . LEWIS ALLEN WEISS, for three years merchandising manager and manager of local-national advertising for the Los Angeles *Examiner*, is now director of the agency division and a member of the board of directors of the Mayers Company, Inc., Los Angeles agency. . . . J. R. RAPP, of the New York field office of the National Lumber Manufacturers' Association will succeed HAROLD S. CROSBY in charge of the Pittsburgh office. Mr. Crosby has been transferred to Kansas City. . . . JOHN H. NUTTING, secretary of the Gotham Advertising Company, New York, will leave for Cuba, November 9, to conduct investigations on conditions affecting certain of his company's clients there. Later he will go to Mexico. . . . HADLEY A. HILL has been appointed representative in the Eastern territory of Case-Sheppard-Mann Publishing Corporation. . . . GORDON S. BROHOLM, for a number of years representing the *Iowa Homestead* and the *Wisconsin Agriculturist and Farmer* in the Middle West, has joined the Chicago office of the *Farm Journal*. . . . WALLACE Q. TOLLIFSON has been placed in charge of the new Chicago office for the Statler hotels just opened at 77 West Washington Street. He has been Chicago agent of the Los Angeles Tourist Bureau. . . . BLAKE C. HOOPER has just been appointed sales manager of the Baker Industrial Truck Division of the Baker-Raulang Company, Cleveland. Mr. Hooper has had wide experience in the material handling field, his first contact with the industrial truck business beginning in 1916, when he became manufacturers' representative at St. Paul. . . . H. G. BULLOCK is now manager of the Chicago office of the Caples Company. He joined the company four years ago as account executive and was later promoted to copy chief. . . . ALBERT R. HARRIS is now with the Irving-Cloud Publishing Company, Chicago, as special representative on the *Super Service Station*. ROY W. BROWN is now with the advertising sales staff of the company. He was formerly with *Automotive Merchandising*, New York. . . . R. C. FREITAG has been appointed general advertising manager of the Sterling Motor Truck Company, Milwaukee. He has been associated with the Kissel Motor Car Company, Hartford, Wisconsin, in a similar capacity. . . . CLINTON S. DARLING has been appointed assistant to COL. GUILFORD C. BABCOCK, president of 4-One Box Machine Makers, Rockaway, New Jersey, and will be concerned principally with the development of 4-One wire-bound boxes.

### Westinghouse Will "Sell" Industries Over Air

A series of "good-will" radio programs—each devoted to a specific industry—will be inaugurated by the Westinghouse Electric & Manufacturing Company over a national network November 6, and will continue each Wednesday evening thereafter until New Year's Day.

The first program will be devoted to the iron and steel industry. Others on the schedule are: November 13, aviation; November 20, paper; November 27, food; December 4, textile; December 11, electrical; December 18, pumping and irrigation; December 25 (Christmas Night), "Electricity in the Home"; January 1 (New Year's Night), "Looking Forward in the Electrical Industry."

### Fuller Will Continue Direct Sales Policy

Reports that the Fuller Brush Company of Hartford, one of the largest and oldest organizations selling direct to consumers, would modify this policy and begin to sell in part to retailers, have been denied by executives of that company.

The reports were actuated in part by several sales executive changes in the company.

"The reason for making the changes in our sales line-up," explained J. C. Altrock, who has just become sales manager, "is that we feel that we can get along without so many staff officers and over a period of time we have built some very strong branch managers who do not require as much supervision as they once did and we are simply adjusting our sales organization to meet the present conditions, which is a process that every organization must undertake from time to time."

### Westinghouse Refrigerator to Make Debut this Winter

Production on the new electric refrigerator on which the Westinghouse Electric & Manufacturing Company has been working for several years, will start about January 1, Carl D. Taylor, manager of the refrigeration department, told SALES MANAGEMENT this week. Initial distribution will start about February 1.

Headquarters of the refrigeration department are at Mansfield, Ohio.

### Survey of Surveys

(Continued from page 202)

managers. True Story is to be congratulated on its keen and courageous acceptance of the present-day space-buying attitude on authenticated research, and on its capitalization of existing machinery for added authentication.

### Test Advertising Campaigns

The Graduate School of Business Administration of Harvard University has under way a study on the technique of test advertising campaigns, on which it has sought the cooperation of the association. The Research Council, after giving thought to this particular Harvard study, decided that the association should offer its cooperation. It has already made available to Harvard such material as the A.N.A. has on file concerning test campaigns\* and has endeavored to put individual members of the association, who may wish to cooperate in this study, in direct touch with Harvard University. The plan of this Harvard study is as follows:

A member of the Research Staff of the Harvard School of Business Administration will, when the subject cannot be adequately handled by correspondence, call on firms that have used test campaigns, securing a complete statement of the purpose, the methods, the results, and the cost of what test campaigns the firm has launched.

If a firm is considering the use of any type of test, the school offers cooperation in planning and analyzing the test.

In accordance with the school's practice, this information will be held in strict confidence. Fictitious names will be used to disguise the source of the information published, and, when the figures themselves reveal the identity of the firm giving them, they will be disguised through division by a common factor.

When an adequate number of such cases have been collected the school will issue a complete report of the survey. This report will, of course, be given to those advertisers who cooperate in the study and a copy will also be given to the A.N.A.

The report will list the various methods of testing in use and will present an analysis of each method, appraising its accuracy, indicating the scope necessary for its use, and giving some idea of the cost of each method. Further, such points as the minimum size of the group used as a sample, the location and minimum number of "test towns," and the implicit assumptions underlying each method will be discussed.

The writer believes that never in the history of the A.N.A. has there been a keener desire (or ability) to serve its members and the advertising profession at large. This is due in no small part to the work of the unbearded "Smith Brothers" and of the managing director, Bert Haase. The resignation of Everett Smith, Fuller Brush Company, now Manternach Agency\*\*, is distinctly regrettable. His association with the A.N.A. has been long and faithful. The retirement of Guy Smith, Libby, McNeil & Libby, from the presidency does not mean, however, the simultaneous loss of both of these able Smiths. Guy Smith will continue to be active in the A.N.A. interests, and the new president, Ben Lichtenberg, Alexander Hamilton Institute, may be counted on to perform even greater service to the association of which he has so long been a member and a director.

\*Evidence of the "open door" policy.

\*\*An agency man cannot remain a member of the A. N. A.



## Where Shall We Sail?

When inspiration palls—and copy themes go stale—when dummies and proofs lose their flavor—take a trip with Caslon Bond. Choose one of the sprightly colors—the dainty pink—the vigorous cherry—or any of the twelve colorful companions of the white—with envelopes to match—and start your cruise.

Put a splash of color on the broad bosom of Caslon Bond. Let your layout and typographical treatment spring from the spirit of the paper.

Keep your message cheerful. Make it confident—and let Caslon Bond confidently carry it for you.

Caslon Bond will ride content with you and arrive fresh and untired at the end of the course. Its companionship costs you less than papers with half the will to do.

Business men are finding this out and turning more and more to Caslon Bond for inspiration and result. It's watermarked, of course—a remarkable value vehicle for your letterhead, your business forms, and your printed matter.

For you, too—bon voyage—set sail with Caslon Bond.

# CASLON BOND

*The popular-priced paper for the work-a-day world*  
(Reg. U. S. Pat. Office)

THE MUNISING PAPER COMPANY  
MUNISING, MICHIGAN



*The book "Hidden Gold in the Bond Field" gives an interesting account of the manufacturing facts that made Caslon Bond possible—and how you may profit by them.*



# WIFE

**A** BILLION OF RETAIL SALES: The fact divulged in SALES MANAGEMENT last week that the Great Atlantic & Pacific Tea Company has achieved a sales volume of a billion dollars is sufficiently impressive to command general attention. Few manufacturing concerns equal or surpass this sum. In the retail field there is nothing of comparable size. The whole food bill of the country is only eighteen or nineteen times as much. In other words, this huge chain system, comprising some 15,000 stores, supplies the larger requirements of at least five persons in every hundred of our entire population. . . . How has such a mammoth business been established in the face of keen competition? Many explanations are propounded. The company vouchsafes only one: By offering groceries the people want and nothing else, and selling them at the lowest prices practicable, that is, the goods and nothing on the side. Proof of the first part of this statement is seen in the fact that the company's stores stock practically every well-known brand of foods, besides some brands of its own which have become well known to its customers, as well as all the food staples. The second part of the explanation is supported by the income statement from which it appears that net profits amounting to more than twenty-four million dollars are made up of 2.4 cents in the dollar of sales, compared with net profits of something like 3.5 cents in the dollar of sales for all trade corporations showing taxable income. Yet this exceptionally low profit ratio is sufficient to pile up a very handsome return (about 28 per cent) on the capital invested, the average amount of which, as disclosed by the company's balance sheet, is only between eighty and ninety million dollars. . . . Whatever else may be said of the greatest chain, it cannot be accused of adding much to the high costs of distribution or of setting a bad example to money makers.

**K**EEPING PACE WITH DEMAND: We hear a good deal about fast movers and slow movers in merchandise. All the surveys of inventories and turnover emphasize the inadvisability of keeping lines for which there is little public demand and show how relatively profitable are the goods which everybody seems to want. Yet evidence is continually cropping out indicating a persistent tendency to challenge sales resistance. We hear, for example, of a projected conference between manufacturers and merchandise managers to consider ways and means to reduce wastes by concentrating on styles that meet with ready acceptance rather than on designs for which there is no obvious market. It is hoped that an exchange of views may evolve definite information about

consumer preferences and so lead to more enlightened selection of articles to be made and offered for sale. . . . The most notable thing about this conference is that it should be necessary after all that has been said on the subject of putting out what is wanted instead of what can be produced. A few years ago when production was the major problem of industry discrimination of this kind was regarded with impatience as an obstacle to volume, the chief objective. Today, in theory at least, such discrimination is looked upon as essential to successful marketing. The alert manufacturer is supposed to keep in close touch with popular taste and sales managers now are believed to be more concerned with the ultimate use of the goods they handle than with any other aspect of their qualities. . . . But good theory and actual practice are not always in full accord, and new ideas, however sound, are rarely fast movers, especially in these days of gigantic operations that do not lend themselves easily to sudden change. Let it not be forgotten either that popular taste, besides being fickle, is something difficult to determine. A good many industries have adapted themselves to fashion's decree that women's skirts are to be longer. But who knows that the rebellious youth of today will accept the dictum? The closer the relations between merchandisers and manufacturers the better for both.

**O**PENING THE DOOR TO RESEARCH FINDINGS: In the language of the national chancelleries, we are glad to associate ourselves with Walter Mann's commendation of the open door policy adopted by the Research Council of the A. N. A. in deciding to give wide circulation to its comprehensive index of useful researches. More and more business men are discarding the ancient delusion that there is enduring profit in star chamber proceedings and limited disclosure of information that makes for general economic efficiency. Wisdom lies in the multitude of counsels. What the inner few know alone may give them temporary advantage. But in the long run that advantage is small compared with the gains that come from the reactions of many minds, the value of lessons learned from the test of universal application. . . . Illustration of this is seen in the trade association movement. Inspired by the belief that common interest could be promoted by united action, this movement has progressed rapidly toward more and more definite goals with expanding realization by men of broad vision that they had more to gain than to lose by frank exchange of ideas and experiences among their fellows. . . . The arts of selling and advertising have been studied with intense assiduity in recent years, but they still hold out much promise to intelligent exploration. The only hope of mastering them lies in marshaled records of what has been done in their domain, of the facts ascertained in the struggle for achievement and understanding. In throwing open its compendium of such information the Research Council encourages the highest expectations of fresh advances.

## Have You Got the Right Location in New York?

Most companies whether located in New York or outside of New York do not have specialists in New York real estate within their own organization. Company executives only partially familiar with real estate matters, or with very little time to spare for them, make the leases and for the most part they are dependent for advice upon real estate brokers who in fact represent the sellers of space. We specialize in finding the space you want—in other words, we serve the tenant, too.

## We specialize in finding the space you want

We analyze your space requirements down to the last square foot. We study the most strategical location available for a company engaged in your particular line of business and of your particular size. In the matter of price and rental terms, we apply an experience gained through many years of active real estate operation in New York in getting you the most for your money that we can. We make no charge to you.

We do not act as selling agent for any particular buildings and hence have no axe to grind for any particular Landlord.

It generally pays to look ahead in the matter of leasing space. If you are likely to require new or enlarged quarters this fall or during 1930, drop us a line and we will keep you posted on what we can do for you. This applies to office space, loft space, complete buildings, industrial plants, etc.

Our business has been built up through satisfied customers. That is the only basis on which we can or want to do business with you, and letting us make an analysis of your requirements places you under no obligation whatsoever.

**FRED SANDBLOM**  
*Real Estate*

Tel.: Lexington 8485

420 LEXINGTON AVENUE  
NEW YORK, N. Y.

# Startling!

Many, probably, will check it up

## BUT THIS \* IS TRUE OF THE SOUTH



### ALSO TRUE:



You can't cover the Nation without covering the South—and you can't cover the REAL South without Holland's.

\* From 1900 to 1927 the South Exceeded the Nation in Increased GOOD ROADS Expenditures by 1,141%.

Increase In The **SOUTH** **2,993%**

Increase In The **NATION** **1,852%**

IF YOU LIVE *outside* of the South, look back over the road building activities of your own community of the past 27 years. Unless it is an exception to the average of the Nation, the South will have exceeded it in increased expenditures by 1,141%.

Such rapid development of a single section is outstanding. It indicates wealth, progressiveness and a ready market for merchandise of every class. Holland's included in the National list will *equalize* coverage in the South and help you cultivate this rich market intensively.

# Holland's

The Magazine of the

## SOUTH

Circulation 425,000

In the South 68,000 More Than Any Other

Magazine Published

Main Office and Publishing House, Dallas, Texas  
Eastern Office, New York, 52 Vanderbilt Avenue  
Western Office, Chicago, 122 S. Michigan Avenue

### September Newspaper Lineage

(Continued from page 226)

PEORIA			
Jour.-Transcript	1,088,201	893,923	+194,278
Star	976,030	864,514	+111,516
Totals	2,064,231	1,758,437	+305,794
PHILADELPHIA			
Inquirer	1,710,185	1,638,045	+72,140
Record	689,819	775,205	-85,386
Ledger	1,101,995	1,139,549	-37,554
*Eve. Ledger	1,068,737	1,023,307	+45,430
*Bulletin	1,767,071	1,617,104	+149,967
*News	542,075	461,330	+80,745
Totals	6,879,882	6,654,540	+225,342
PORTLAND (ORE.)			
Oregonian	1,119,104	1,044,232	+74,872
Journal	937,062	851,410	+85,652
*Telegram	541,366	562,366	-21,000
*News	398,720	355,894	+42,826
Totals	2,996,252	2,813,902	+182,350
PROVIDENCE			
Journal	967,924	929,801	+38,123
*Bulletin	1,365,889	1,193,253	+172,636
Tribune	292,356	280,295	+12,061
*News	372,697	355,265	+17,432
Totals	2,998,866	2,758,614	+240,252
READING			
*Times	639,996	448,126	+191,870
Eagle	729,848	655,802	+74,046
Totals	1,369,844	1,103,928	+265,916
RICHMOND			
*News-Leader	993,370	923,188	+70,182
Times-Dispatch	898,016	868,966	+29,050
Totals	1,891,386	1,792,154	+99,232
ROCHESTER			
Jour. American	1,056,517	809,586	+246,931
Times Union	1,260,976	1,074,177	+186,799
Democrat & Chronicle	1,320,600	1,320,998	-398
Totals	3,638,093	3,204,761	+433,332
ST. LOUIS			
Post-Dispatch	2,184,840	1,954,960	+229,880
Globe-Democ.	1,269,600	1,229,700	+39,900
*Star	658,500	593,700	+64,800
Times	367,800	326,700	+41,100
Totals	4,480,740	4,105,060	+375,680
ST. PAUL			
*Dispatch	895,902	881,566	+14,336
Pioneer-Press	1,028,300	981,582	+46,718
News	733,964	708,470	+25,494
Totals	2,658,166	2,571,618	+86,548
SALT LAKE CITY			
Tribune	1,139,404	1,098,650	+40,754
Telegram	530,558	513,156	+17,402
*Deseret News	489,160	446,012	+43,148
Totals	2,159,122	2,057,818	+101,304
SAN ANTONIO			
Express-News*	2,050,086	1,866,320	+183,766
Light	933,704	934,457	-753
Totals	2,983,790	2,800,777	+183,013
**This combination includes the morning Express, the Sunday Express and evening News—(The Light, six-day evening, and Sunday.)			
SAN FRANCISCO**			
Chronicle	77,197	63,481	+13,716
Call	67,999	48,268	+19,731
Examiner	105,263	94,778	+10,485
News	48,644	39,540	+9,104
Totals	299,103	246,067	+53,036
**Measurement in Inches.			
SCRANTON			
Scranton Times	1,059,723	970,081	+89,642
Scranton Repub.	588,553	653,163	-64,610
Scranton Sun	432,558	362,950	+69,608
Totals	2,080,834	1,986,194	+94,640
SEATTLE			
Times	1,546,689	1,428,131	+118,558
Post-Intellig.	967,557	914,585	+52,972
*Star	536,869	501,271	+35,598
Totals	3,051,115	2,843,987	+207,128
SOUTH BEND			
Tribune	1,005,229	810,982	+194,247
News Times	959,576	763,740	+195,836
Totals	1,964,805	1,574,722	+390,083
TAMPA			
Tribune	591,122	588,616	+2,506
*Times	397,712	390,432	+7,280
Totals	988,834	979,048	+9,786
TOLEDO			
Blade	1,278,380	1,108,020	+170,360
News Bee	734,695	656,753	+77,942
Totals	2,013,075	1,764,773	+248,302



TOPEKA			
Daily Capital	687,575	702,093	- 14,518
*State Journal	401,079	393,463	+ 7,616
Totals	1,088,654	1,095,556	- 6,902
TRENTON			
*Times	778,413	668,549	+109,864
Sunday Times-Advertiser	173,281	219,289	- 46,008
Totals	951,694	887,838	+ 63,856
TULSA			
Tribune	979,722	926,450	+ 53,272
World	1,104,225	1,068,948	+ 35,277
Totals	2,083,947	1,995,398	+ 88,549
WASHINGTON			
Star	2,378,205	2,308,642	+ 69,563
Post	798,218	684,642	+113,576
*Eve. Times	601,053	522,280	+ 78,773
Herald	490,585	410,998	+ 79,587
*Eve. News	247,863	178,054	+ 69,809
Totals	4,515,924	4,104,616	+411,308
WILKES-BARRE			
Times Leader	882,826	866,012	+ 16,814
*No Sunday issue.			

### Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1929	Year 1928
Jly. 6 .... 138	Jly. 7 .... 120
Jly. 13 .... 138	Jly. 14 .... 128
Jly. 20 .... 138	Jly. 21 .... 130
Jly. 27 .... 136	Jly. 28 .... 133
Aug. 3 .... 136	Aug. 4 .... 131
Aug. 10 ... 136	Aug. 11 ... 134
Aug. 17 ... 134	Aug. 18 ... 136
Aug. 24 ... 136	Aug. 25 ... 141
Aug. 31 ... 140	Sept. 1 .... 138
Sept. 7 .... 140	Sept. 8 .... 132
Sept. 14 ... 139	Sept. 15 ... 130
Sept. 21 ... 145	Sept. 22 ... 145
Sept. 28 ... 135	Sept. 29 ... 144
Oct. 5 .... 125	Oct. 6 .... 143
Oct. 12 ... 124	Oct. 13 ... 142
Oct. 19 ... 123	Oct. 20 ... 140
Oct. 26 ... 116	Oct. 27 ... 137

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

#### Menkin Agency Moves

J. C. Menkin Company, New York, advertising and sales promotion, have moved to 15 West Thirty-seventh Street.

# WHAT IS YOUR SELLING PROBLEM?

Let us suggest how it can be brought direct to important executives or a multitude of consumers with a talking motion picture. Produced at a moderate cost and projected with

## STAN-A-PHONE

the most inexpensive *portable* motion picture device on the market.

Gets your sales message or merchandising plan over through the two most sensitive faculties of man—Eye and Ear!

Stan-a-phone can be projected in a small sales office or in an auditorium seating 700. Easily transported.

In silent films, too, we are serving America's foremost advertisers. Write for particulars to

## Stanley

### FILM ADVERTISING CO.

220 West 42nd St., New York City

# Coal Dealers Prosper Under Cooperative Wholesaling Plan

(Continued from page 215)

dominating position, neither of which the average dealer possessed, the coal wholesaler waged an aggressive and successful fight for retail business. The wholesaler served his retail customers first. If there was any coal left in stock, then perhaps he would condescend to let the dealer customer have some. If the dealer did not like it—well, it was just too bad, but the wholesaler was not losing any sleep about the troubles of the dealer.

This condition was at its worst in 1924 and 1925 in Buffalo. At this time Mr. Bettinger had a small coal yard and, luckily, had his own sidetrack. Occasionally, when other dealers were in desperate need for coal which their regular wholesaler would not supply, Mr. Bettinger would let them have some of his if he had a surplus. He saw here a desperate and growing need for action if the dealers were to survive. He recognized the fact that many bad practices had grown up in the business of selling coal and that, as an industry, it was not taking on any modern merchandising ideas. He thought that the public would welcome an organization which emphasized quality of product and service and up-to-date methods.

## Started on Shoestring

About twenty of the most progressive dealers thought the same as Mr. Bettinger, so they got together and formed the Bettinger Coal & Coke Corporation. They pooled their cash resources in the venture, but this was a veritable shoestring for establishing a wholesale coal business. The group was glad to avail itself of outside financial aid and modern business supervision, without detracting from the basic idea.

This happened in 1925 and the company lost money the first year. Every year since then it has made money. The tonnage in 1926 was about 55,900; in 1927, 70,800; in 1928, 89,700, and during the first four months of 1929 it reached more than 48,000. The management expects to pass the 120,000-ton mark in 1929.

From the beginning the corporation has been involved, and still is, in a succession of construction projects which have scarcely provided facilities fast enough to meet the demands of an increasing business.

The business of the average dealer

who went into the project at the beginning has more than doubled in the last four years and the volume of the corporation, from practically nothing four years ago, has risen to about one-fifth the total anthracite consumption of Buffalo, according to estimates.

Instead of about twenty-five stockholder-dealers in the beginning, there are now nearly seventy-five. There has never been any campaign for member-stockholders in the Bettinger Coal & Coke Corporation. The growth has been normal. Any reputable dealer can buy coal of the Bettinger organization, but in times of shortage Bettinger dealers are naturally given the preference since it is their company.

## May Transfer Membership

The group of owners is known as Bettinger Associated Dealers. To qualify for this group a dealer must have been in business at least three years. He must be recommended by another who is already a member of the group. And he must be a holder of at least \$500 worth of stock, either 8 per cent preferred or the common, in the Bettinger Coal & Coke Corporation.

Once a member a dealer may not be assessed on his membership certificate. It is up to him whether or not he participates in further financing of the company as new construction projects arise. If he wishes to withdraw for any reason, he may transfer his membership certificate to any other dealer who is acceptable to the board of directors.

This corporation has no control of interest in the retail businesses of the member dealers. They conduct their retail businesses as they wish and at the same time have a financial interest in the wholesale organization which supplies their coal.

Experience proves that the nature of this organization is a big step forward in the distribution of coal, but, after all, this represents but a small portion of the story. The chief reason for the phenomenal rise of this company lies in the fact that the solidarity of the organization with its characteristic oneness of interest and purpose has made possible the introduction of modern merchandising practices and business methods in a distribution group where those qualities are woefully lacking in individual effort.

This policy began when the management made it a point to arrange with The Hudson Coal Company, one of the largest and best managed of the old anthracite producing companies, for an unfailing supply of coal as good as any produced and better than most. In effect the dealer-management placed itself in a position so that no competitor could ever say that Bettinger coal was inferior in any way.

The fact that Bettinger has an unfailing supply of high quality coal makes it possible for dealer-members to give their customers quicker and better service than they had ever known before.

The need of a better understanding between dealer and customer was recognized as part of the merchandising problem, as well as the need of a better understanding on the part of the customer concerning furnace control and the proper use of coal.

To that end the Bettinger corporation established a service department with a trained and experienced man in charge—a man with an engineering education, a man who received special training with home-heating experts of The Hudson Coal Company. This service is free to dealers and customers. If a customer is having trouble with his heating plant the dealer may call on the Bettinger service department to find the trouble.

## Changes Wrong Coal

The expert goes to the customer's home and makes a thorough examination. Sometimes the trouble is merely due to ignorance in operating the furnace. In this case the service manager advises the householder how to operate it. Sometimes minor repairs are needed and are made on the spot free of charge. At other times a thorough overhauling of the heating system is needed and the service manager advises the home owner to that effect.

Furnace trouble may be the fault of the coal in that the home owner may be burning the wrong size. If the service manager decides this is the case the dealer usually removes the coal supply in the customer's bin and delivers the kind of coal best suited to the furnace. This change is usually made free to the customer.

During the summer months the service department, at the request of dealers, uses a vacuum system for cleaning the furnaces of customers. No charge is made for any of this service. It is a practical demonstration of a merchandising policy which is trying to build good will and consequent volume for its coal business.

Everyone knows that the worst sea-



son of the year for the coal business is the spring and summer. Late last winter the Bettinger Coal & Coke Corporation launched a big newspaper advertising campaign offering special inducements to customers of Bettinger Associated Dealers to buy their coal for the coming season during the spring and summer. The copy set forth the advantages of their special brand of coal, the advantages of dealing with members of the Bettinger organization, the prices and a list of the names and addresses of Bettinger Associated Dealers.

In addition to this a year-around radio advertising campaign was started whereby Bettinger Associated Dealers sponsor two weather reports daily from Buffalo's best-known radio station. Twelve large billboards were taken on an annual contract. A small one was used for each Bettinger Associated Dealer identifying him as such. As trucks of member-dealers need painting they are done in a uniform style and color so that the Bettinger connection will be emphasized.

### Doubled Summer Business

The effect of this advertising campaign and merchandising policy already has been to more than double by August 1 the entire summer business of 1928.

In the beginning of the organization the need for a better understanding between dealers was recognized. Prior to this the average dealer thought his competitor was a crook and a cutthroat or something to that effect. On acquaintance in the organization he found that his competitor was not a bad sort of fellow at all.

In line with the policy for a better understanding, there are meetings of the Bettinger Associated Dealers once each month. While these meetings have their social aspects, they are also important in a business way. Here plans and campaigns of the future are discussed, good and bad business practices are treated in an intelligent way. In addition to this Bettinger management encourages and instructs its dealers in modern business practices, accounting and sales promotion methods.

Experts in coal distribution have examined this plan and pronounce it the soundest distribution and merchandising method ever developed in the wholesaling and retailing of coal.

### Kolster-Earl Merger Off

The Kolster Radio Corporation and the Earl Radio Company have abandoned their consolidation plans, Rudolph Spreckels, chairman of Kolster, has announced. The agreement was terminated, Mr. Spreckels said, by mutual consent. The parties have released each other from all obligations.

The Newspaper  
of ZONE "O"



OUR NEW PLANT  
*One of the finest and most modernly equipped in the Southwest*

EVENING

SUNDAY

## The Tulsa Tribune

*Tulsa's Leading Newspaper*

SMALL, SPENCER & LEVINGS

New York

Chicago

Boston

PAYNE-HALL, INC.

San Francisco

Los Angeles

Seattle

"There are  
many reasons"

why more than eighty national advertisers use The Biloxi-Gulfport Daily Herald to reach the people of the Mississippi Coast.

One reason: Every evening the Herald is as welcome as a lifelong friend in more than seven thousand Mississippi Coast homes.

Reason No. 2: No other newspaper thoroughly covers the Herald's territory.

Reason No. 3: The Herald is not bought for the comics or some other feature and the other parts of the paper thrown away; it is read from cover to cover.

"There are  
many reasons"



THE DAILY HERALD

Herald Building

Gulfport

Mississippi

Herald Building

Biloxi

BIGELOW,  
KENT,  
WILLARD  
& CO., Inc.

*Consulting Engineers*

*Merchandising  
Counselors*

Park Square Building  
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.



# The Hard-Shelled Prospect Who Is Sure He Isn't Interested

(Continued from page 211)

"I knew the one thing in which he was most greatly interested and that was what I showed him first. That secured his interest instantly, then he was willing to consider other matters which he wouldn't have considered for a moment if they had been presented first. He asked questions and I had a brief, specific reply ready for him the moment he asked one.

"I know positively that I could never have held that man by a verbal presentation, but this visual presentation did."

## The Presentation Map

The chief feature of the presentation made in that case was just a map of Detroit on which colored sketches had been attached to show the locations of stores of principal variety chain stores, the color of sticker indicating the name of the chain operator in each case, with a circle drawn around each cluster of stickers to indicate the trading area, and with the population and the rental a foot a year paid on the last lease negotiated there by one of these chain-store companies written in the circle. The legend at the bottom of the map gave the number of units operated in the city by each of the chain-store systems and the stickers showed where these stores were located, the population of each trading area and the cost of the location. That map told the prospect more in one minute than Mr. Ellis could have told him in hours, and it spoke for itself. It gave the essential facts and did not bury them in the midst of a host of non-essentials.

A chain automotive supply company had one store in Detroit and was seeking other locations in the city. Executives of the company had called on several real estate brokers and each had spent much time in taking them around, showing them the locations they had to offer. Finally Mr. Ellis was told of their requirements and of some of the prospective locations they had in view.

"Before we take you out on another tour of the city," Mr. Ellis suggested, "suppose we consider where you should locate your stores. It isn't merely a matter of finding suitable stores for rent; you want to determine, first, where you want to find stores for rent. Take a look at this map, then we'll discuss the subject further."

The prospect had hardly glanced at the map when he exclaimed: "If we had come here in the first place, we would have saved several days' time and the likelihood of choosing a poor location or two. We want a store here and here immediately and others here and here later on."

He had merely been shown a map of the city on which the automobile registration had been zoned. Automotive supply stores should be located where they will be accessible to the greatest number of car owners, of course, and that determined, the matter of finding a suitable store was greatly simplified.

The Ellis company's presentations are always brief and concise, but they are not always, or even usually, confined merely to a prepared map. More often they contain blueprints of a section, occupancy charts, facts concerning tenants and graphs of assorted varieties, all bearing on the one subject.

## Survey of Property

One such presentation was of a business building in a shopping center. This began with a map showing the location of the center, the business thoroughfares leading to it, and why it was an advantageous location; a small sectional map showed the trading area and its population; next was an occupancy chart each way from the building on two streets; photographs of the building taken from three angles followed; then there was a ground-floor plan of the building, naming occupants, their business and their financial rating; a financial statement of the building, showing cost, amount paid, existing indebtedness, etc.; a schedule of rentals current; data on each lease, including rental and expiration date; a schedule of prospective increase in rentals, showing what each lease would be worth in a given number of years; and finally an analysis of future possibilities, showing how several small stores could be thrown into one large store, several individual offices into a suite, and so on.

Another presented a survey of one and one-half miles on one street, giving a complete occupancy chart, and revealing a scarcity of stores in three lines in that zone, while several other lines were overcrowded. This was

simple to one who had the facts. Thus, it is known that, on the average, it takes 449 people to support a grocery store, 1,341 for a drug store, 2,304 for a clothing store, and so on up to 13,502 for a music store. The occupancy chart showed the number of stores of each kind in the area, the population of the trading area was known, and a little arithmetic revealed the rest. A responsible man when shown this presentation promptly erected a business building there and secured as tenants merchants in the three lines needed.

"It is a significant fact," Mr. Ellis commented, "that 90 per cent of applicants for space in this building were in lines already overcrowded in that district, showing that the average merchant does not study locations."

## Offer Genuine Service

"We study the facts in every case and undertake to be of genuine service to our clients instead of trying to sell them something," Mr. Ellis said. "We are not merely trying to bring together a buyer and a seller; we are not running to prospects and asking them to lease properties merely because they are vacant. We study our prospect's needs, we adopt his point of view, then we endeavor to serve him well. We undertake to do what we believe is creative selling."

"A popular-price clothing chain was considering locations here and we submitted a presentation which was favorably received, but which was not acted on immediately. Later the president of the company came to Detroit and called on us. He asked what we had to offer and I replied that we might offer him several hundred locations, but I was not sufficiently familiar with his business to know whether any of them would be suitable. He then outlined the character of the business, I asked some questions, then I named the best locations for his stores. He agreed that our suggestions were good, but objected that we had not included any in Hamtramck or West Michigan avenue, both of which had been recommended to him.

"But you could never do a profitable business in either of those sections," I told him. He asked why and I told him because he was in the popular-price clothing business, those sections are Polish, and Polish people don't buy cheap clothing. He agreed that I was right and that he certainly would not wish to locate a store in a Polish district.

"I then took him in my car with three of our salesmen, each of whom is a specialist in his district, and in

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two hours he selected four spots where he would like to locate stores and left it entirely up to us to secure suitable stores for him.

"Similarly, the lease manager of a national cigar store chain was here and was thinking of opening a store in Hamtramck. We told him that if he wished to go out to Hamtramck we would gladly take him out and show him around, but that we would not advise him to take a lease there. He went out and looked around, then admitted that he wouldn't accept a free lease in the location which had been recommended to him. He wanted to know, though, why we had been so confident he would not care to locate there. We told him because the district is Polish, Poles do not smoke many cigars, they do smoke cigarettes, but every little store of every kind in the district sells cigarettes at cut-rate. That was sufficient and it was exactly what his experienced eye had found there."

### Save Surface Campaign Seeks Larger Budget

An increase in the advertising appropriation of the Save the Surface Campaign was urged by H. E. Mordan, business manager, at a meeting of the campaign's executive committee in Washington recently. "For the past six or seven years we have spent between \$205,000 and \$210,000 each year," Mr. Mordan explained. "During this period the cost of everything we use has increased materially. We need more money today to do the same job we did ten years ago and decidedly more to do a better job. Leaders who took the initiative ten years ago must take the same initiative today. The reports of your sub-committees today will give evidence of the tremendous potential waiting. "We are at a turning point in our successful career. We are standing on a very solidly established base, from which many more operations can generate, with sufficient financial power." The report submitted by Charles J. Roh, chairman of the sub-committee on financial support, brought forth a complete and lengthy discussion of the situation, with the result that a special meeting of the executive committee will be called in the near future to further discuss it.

William Knust, advertising manager of the National Lead Company, has been appointed chairman of a sub-committee on editorial service.

Charles M. Higgins, head of the Charles M. Higgins Company, ink manufacturers of Brooklyn, died there this week at the age of seventy-five.

*Don't risk the wrong impression*



## Send Genuine Engraved Greeting Cards



PRESTIGE is too precious to price-tag. You'll never find it on a bargain counter, or quoted on the curb. But a substantial business such as yours may gain prestige in a simple way. Send genuine engraved greeting cards and use Genuine Engraving for your letter-heads and business announcements. Thus you can quickly gain true distinction and respect for your message.

*To be assured of Genuine Engraving  
be sure that the identifying mark shown below is  
affixed to the engraving you purchase*

ENGRAVED STATIONERY MANUFACTURERS ASSOCIATION

### THE TAXI WEEKLY

COVERS THE WHOLE CAB INDUSTRY  
New York Edition goes to 10,000 taxicab individual fleet and company operators. Issued Mondays.  
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.  
Published in Its Own Printing Plant at 54 West 74th Street—New York City

### Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

### Is Your Letterhead As Modern As Your Methods?

Many executives (maybe you're one of them) who use the air mail, the dictaphone, and countless other modern conveniences, and pride themselves on being up-to-date, are using a letterhead as antiquated as the moustache-cup. How about YOU? Is your letterhead as modern as your methods? Send for the Monroe Portfolio containing samples of Letterheads designed for the exclusive use of our customers—and then decide. This Portfolio will be sent without cost or obligation. Request it today.

### Monroe Letterhead Corporation

1008 Green St.  
Huntsville Ala.

165 N. Union St.  
Akron, Ohio



## Teaches Dealers How to Fight Chain Store Battles

(Continued from page 218)

"We never carried crepe paper before; now we are doing a nice business in crepe paper. When we started to arrange our displays we needed some crepe paper, so we went out and bought it. Then dealers began to ask where they could get it and we decided we might as well supply them.

"In the same way we have added display tables and are selling many of them.

"Our sales of golf equipment have increased 1000 per cent or more since we began holding these exhibitions. Many dealers didn't know we carried such goods; others had never thought of trying the line themselves. Incidentally, some who did sell golf equipment were so good as to tell us where we were wrong on some of our items and we profited by their advice.

"One small dealer was very much interested in the exhibit of golf equipment this Spring and expressed regret that he didn't have room to stock the line. We suggested that he try an initial stock of only \$100 worth and put a sign in his window to let people know he had golf equipment. He did so and he has already bought \$1,500 worth of golf equipment from us.

### Retrieves Lost Customers

"The exhibitions have also made a host of friends for us and they have brought back some old customers whom we had lost. One prominent dealer who had not been friendly with us for some years received an invitation to attend the exhibition last Fall. He came in rather glumly, walked around a while, said nothing, and went away. Later in the week he returned and was more communicative. Before departing he asked about certain things and placed a small order. Now he not only is a big customer, but he is probably the best word-of-mouth advertiser we have.

"Another big dealer who is a very keen buyer had not been a customer of ours. He came in and was quite visibly impressed. Finally he asked about shovels and hinted for a \$3.50 price on a \$4 number. We told him that we could sell him a cheap shovel for \$3.25, but we recommended the \$4 one which he had just seen the manufacturer's representative demonstrate. He placed an initial order for twelve dozen of the \$4 number at the regular price. That's how thoroughly sold he had been by attending the exhibition. He is now a good customer and a booster for us."

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### POSITIONS WANTED

YOUNG MAN 35, GRADUATE OF EASTERN university, thoroughly familiar with Pacific Coast and western states. Desires to act as manufacturers or distributors representative. Executive and sales management experience. Teachable, reliable and ambitious. Good health. Address Box 205 SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

ONE OF BEST KNOWN EXECUTIVES ON Pacific Coast wishes new connection. Has personal acquaintance (gained during twenty years as sales director) with all representative retailers and wholesalers from Seattle to San Diego in grocery and other lines. Will consider position of Sales Manager, General Manager or Export Manager. Willing to go anywhere. Address Box 207, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

### LINES WANTED

PACIFIC COAST EXECUTIVE ADVERTISING under head "Position Wanted" this issue SALES MANAGEMENT, will consider acting as broker in any one or all of Pacific Coast States or will take charge complete distribution of factory. Address Box 206, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### SALESMEN WANTED

FORTUNE IN AIRPLANE SALES—UNDER this plan a salesman should sell at least one Eaglerock a month—a net monthly income for him of from \$1,000 to \$1,500. Our two weeks' free sales training course makes you ready to get the money. We equip salesmen who qualify with a free demonstrator Eaglerock. You can offer buyers an easy plan of time purchase. Write for details. Alexander Aircraft Co., Dept. 16, Colorado Springs, Colo.

## Index to Advertisers

	PAGE		PAGE
Bigelow, Kent, Willard & Co., Inc. ....	245	Life .....	204
Biloxi Daily Herald .....	245	Mahin, John Lee .....	202
Booth Newspapers, Inc. ....	206	Mead Sales Co., Inc. ....	203
Bur. of Envelope Mfrs. of America .....	Cover	Monroe Letterhead Corp. ....	247
Chicago Evening American.....	201	Munising Paper Co. ....	239
Chicago Tribune .....	Cover	Needlecraft .....	223
Cleveland Press .....	219	New York Sun .....	208
Du-Plex Onvelope Corp. ....	227	New York World .....	217
Eastman Kodak Co. ....	233	Oakland Motor Car Co. ....	235
Einson-Freeman Co., Inc. ....	Cover	Olds Motor Works .....	224-225
Engraved Stationery Mfrs. Assn. ....	247	Postage Meter Co. ....	221
Florida Times-Union .....	205	San Francisco Call-Bulletin.....	237
Gibbons, Ltd., J. J. ....	248	Sandblom, Fred .....	241
Holland's Magazine .....	242	Standard Paper Mfg. Co. ....	207
Kimberly-Clark Corp. ...	Facing 228	Stanley Film Advertising Co. ...	243
		Taxi Weekly .....	247
		Tulsa Tribune .....	245
		Van Sicklen Corp. ....	231

## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

## "GIBBONS knows CANADA"

J. J. GIBBONS Limited Advertising Agents  
 Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.  
 New York Office 2152 Granbar Bldg. Thomas L. Bridge Manager for United States



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208  
217  
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4-225  
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237  
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*The*  
**“EXTRA POINT”**  
*Counts in*  
**BUSINESS**  
*too!*

**W**HEN competition is keen, either in sport or in business, the margin between Victory and Defeat frequently narrows down to a single point.

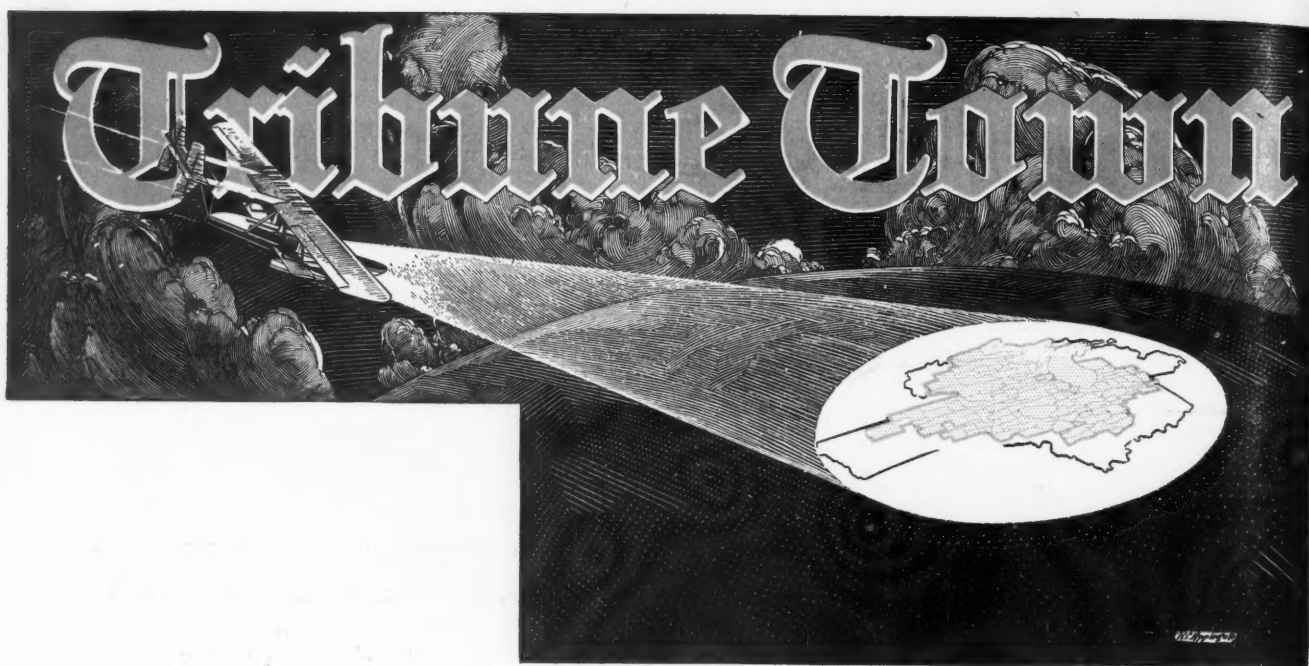
Nearly every business can gain a point in its favor by an open-minded analysis of the *presentation* it is making of its business identity to the buying public.

Human beings make up the market for your product or service. By the outward symbols of your character these beings judge you.

Give a thought to the unlimited opportunities you have to *impress* your market by the character of Business Envelopes you use. Each day these ambassadors go forth to represent you. They can be high class and worthy of your institution, or they can misrepresent your true character by being shoddy and unworthy to be in your service.

Give yourself the advantage of this “extra point”—use good envelopes... their cost is negligible over the inferior kind.





**M**ORE than twelve million people live in Tribune Town. No other area of comparable size, the world over, affords so great a group of able-to-buy—eager-to-buy citizens. Prosperity reigns in Tribune Town.

Six out of every seven families own motor cars. There are 1,503,771 telephones—1,853,355 homes electrically lighted—489,130 income tax returns—five and a half billion dollars in bank deposits.

Picture the buying power of a market so prosperous—so progressive!

The Sunday Tribune alone can do the job in Tribune Town. Start telling your story now. Folks in Tribune Town have lots of time to read on Sunday!

Do more than just picture it—reach it through the Chicago Sunday Tribune, with its 1,134,925 circulation—90 per cent confined to Tribune Town!

Your message in the Sunday Tribune will reach 44 per cent of the families who live in Tribune Town—the preferred prospects in the heart of America.

*Ask a Chicago Tribune Advertising Man  
to tell you all about it!*

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